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Annex A.1 – Grant application form - Concept note

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Deadline for submission¹ of concept notes:

23/04/2021 at 16:00 (Brussels date and time)

(in order to convert to local time click [here²](#))

Number & title of lot	Lot 1: Partnerships for sustainable cities in Sub-Saharan Africa
Title of the action:	Mozambique Integrated Urban Development by Actions and Relationships: Empowering Local Governance (MUDAR)
Name of the lead applicant	Provincia autonoma di Trento
Nationality of the lead applicant ³	Italian

Dossier No	
(for official use only)	

¹ Online submission via PROSPECT is mandatory for this call for proposals (see section 2.2.2 of the guidelines). In PROSPECT all dates and times are expressed in Brussels time. Applicants should note that the IT support is open from Monday to Friday 08:30 to 18:30 Brussels time (except for public holidays).

² An example of a time converter tool available online: <http://www.timeanddate.com/worldclock/converter.html>

³ An organisation's statutes must show that it was established under the national law of the country concerned and that the head office is located in an eligible country. Any organisation established in a different country cannot be considered an eligible local organisation. See the footnotes to the guidelines for the call.

1 CONCEPT NOTE

1.1. Summary of the action

<p>Objectives of the action</p>	<p>Impact: Promote good governance and integrated urban development through the empowerment of <i>Conselho Municipal da Beira - CMB</i> (Mozambique). OUTCOME 1 (O1) <i>Conselho Municipal da Beira</i> strengthens its urban governance principles and methods by improving its managerial and technical capacity through a continuous learning system which aims at promoting sustainable local development policies and efficient services to citizens and through the set up of a Community of Practices involving CMB as well as other LAs in Mozambique and Italy. OUTCOME 2 (O2) The city of Beira improves its resilience and greening through a Pilot Project in the Macuti neighbourhood, which involves an adequate urban planning and the design of concrete inclusive and sustainable, green and efficient actions to improve the life quality of its population. OUTCOME 3 (O3) <i>Conselho Municipal da Beira</i> is supported in its digital transition through the development and use of new technology and fosters private initiatives and job creation in the local Circular Economy.</p>
<p>Target group(s)⁴</p>	<p>City Councilors and Managers of the <i>Conselho Municipal da Beira - CMB</i>; Administratives and all staff of Vereação de Gestão Urbana e Equipamentos e Meio Ambiente (VQUEMA); Micro Small and Medium Enterprises (MSMEs) of circular economy in Beira; Community Based Organizations; Citizens of <i>Bairro de Macuti</i> (aprox. 20.000 hab., in <i>Posto Administrativo Central, Cidade da Beira</i>), lecturers of <i>Universidade Zambeze</i>.</p>
<p>Final beneficiaries⁵</p>	<p>All staff and Representatives of CMB; all citizens and sectors of Beira, including the private sector.</p>
<p>Estimated outputs</p>	<p>O1.1 A training curriculum for CMB is shared with and validated by partners and other relevant local actors. O1.2 A training course for local authorities is delivered and the Council Members and the General Directors of CMB have new skills and theoretical-practical knowledge in the field of Inclusive and Sustainable Urban Management and Local Governance. O1.3 Communities of Practice on territorial sustainable development among <i>Conselho Municipal da Beira</i>, <i>Bairro Macuti</i> and local/international partners are functional to address common challenges faced at local level. O2.1 A pilot project for a resilient, inclusive and sustainable city is implemented in order to translate training into practice in specific sectors and address the needs of the neighbourhood of Macuti through an integrated and participatory approach. Waste management, transparency guidelines, circular economy initiatives. O2.2 Greening and Urban Regeneration, Ecosystem Services and Recycling Solid Waste Collection Plan are implemented in Macuti. O2.3 Delivered a comparative study on the impact of the implemented actions in Macuti, and on the capacity of Local Authorities to provide and manage services to citizens. O3.1 Innovative Waste Collection Software comprising a mobile devices App for consumers is at the fingertips of VQUEMA. O3.2 Established public-private initiatives between CMB and Micro, Small or Medium-Enterprises, to promote innovative services for a sustainable city management and foster job creation in Beira.</p>

⁴ **Target groups** are groups/entities who will directly benefit from the action at the action purpose level.

⁵ **Final beneficiaries** are those who will benefit from the action in the long term at the level of the society or sector at large.

<p>Main activities</p>	<p>WP0 Project set-up, management and coordination of the project and consortium (including communication and visibility of the action, internal and external M&E).</p> <p>WP1: Construction and institutionalisation of a capacity building system tailored for the local context.</p> <p>1.1. Participatory design, customisation and validation of the training curriculum as a continuous learning tool for LAs, with the active involvement of the <i>Conselho Municipal da Beira - CMB</i> and other relevant local actors.</p> <p>1.2. Signature of MoUs between the Centro per la cooperazione internazionale (ICC), CMB, research and education institutions, and definition of a pool of trainers to ensure the design and delivery of the training activities.</p> <p>1.3. Training of Trainers (ToT) on the curriculum contents comprising inclusive and sustainable local governance, adult learning methodologies, distance learning technologies (e-learning).</p> <p>1.4. Evaluation of the training conducted in Beira, final definition of the training curriculum and consolidation of the training programme.</p> <p>1.5. Mentoring to the local trainers in delivering the training activities.</p> <p>1.6. Community of practice - Peer-to-peer exchange among Mozambique LAs in relation to specific topics (eg. cities of Nampula and Chimoió).</p> <p>1.7. Community of practice - Organisation of a summer school on local governance and development strategies targeted at CMB staff and representatives.</p> <p>1.8. Community of practice - Promotion of an exchange programme among Mozambique and Italian LAs for the sharing of knowledge and practices.</p> <p>WP2 Design and implement a pilot project promoting sustainable and inclusive local development in the Macuti neighborhood.</p> <p>2.1 Participatory design of Pilot Project, comprising field visits and meetings with the local community and Municipality on resilient and participatory urban planning, climate change and Municipal Solid Waste Management.</p> <p>2.2 Preliminary pilot project design, project review by local community and executive project approval by CMB.</p> <p>2.3 Awareness-raising campaign and workshops (with involvement of local CBOs) for the community on the application of good sustainable practices (recycling) and conscious use of public services provided by CMB and SMESs.</p> <p>2.4 Creation of a Solid Waste Management Plan and waste collection activities for 500 private households in Macuti, with the use of the new APP developed within the projects (O3.1).</p> <p>2.5 Implementation of green interventions, urban regeneration of public spaces and Ecosystem Services in Macuti and an opening event with local authorities and communities.</p> <p>2.6 Studies and research on the impact of the actions in Macuti and management skills acquired by Local Authorities: baseline, continuous monitoring system and final reporting.</p> <p>2.7 Dissemination of the Comparative Study and publication at national and international level.</p> <p>WP3: Secure Private Initiatives and Innovation in Beira with focus on the Waste Collection System within the Model <i>Bairro de Macuti</i>.</p> <p>3.1 Development of innovative Waste Collection Software + APP for the collection and valorization of recyclables and organic materials in prol of <i>Vereação de Gestão Urbana e Equipamentos e Meio Ambiente</i> VGUEMA.</p> <p>3.2 Specific training of VGUEMA staff and selected collectors, monitoring and continuous training with consultation workshops to identify and address critical aspects of the APP.</p> <p>3.3 Bootcamps of public-private agreements between the municipality and Micro, Small or Medium-Enterprises.</p> <p>3.4 Promote innovative services towards sustainable city management.</p> <p>3.5 Creation of new jobs within the public-private framework on Solid Waste Management.</p>
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1.2. Description of the action

Mozambique is one of the poorest countries in the world, with a Human Development Index of 181 out of 189 countries (UNDP, 2020). In the last three years, the country has been affected by severe financial crises and natural disasters related to climate change: cyclones (Idai and Kenneth in 2019 and Eloise 2021) and periods of drought had a major impact on national development, people's livelihoods and employment. The situation worsened in 2020 with the outbreak of the ongoing Covid-19 pandemic. Beira, capital of Sofala Province and second most important city in the country (approx. 700.000 ab., 2021), is at the centre of this context, given the size of its population as well as the severe impact that cyclones had on housing, infrastructures, primary health facilities, delivery of public services and on living conditions. Currently Sofala is second in active cases after the capital, Maputo (MISAU 02/2021). Key priorities for the Municipality of Beira, *Conselho Municipal da Beira (CMB)*, also outlined in the *Beira Municipal Recovery and Resilience Plan - A Roadmap to Building Beira Back Better*, promoted in consequence of Cyclone Idai, have been the greening of the city, to enhance its resilience, as well as the improvement of the primary waste collection services. *Provincia autonoma di Trento PAT* (Italy) has been active in bilateral cooperation with the Province of Sofala since 2002, financing and co-implementing multiple development cooperation initiatives. Most of them aim at fostering sustainable self-development and awareness of local communities, in tight collaboration with the Local Authorities of Sofala province. In particular, since 2016, PAT has developed a significant cooperation programme with CMB, with the scope of empowering the local Solid Waste Management (SWM) sector; in 2017, a new Municipal Service for Solid Waste Planning and Monitoring (SMPMF) was created within CMB/VGUEMA (Directorate for Urban Management and Environment), with the objective of programming and monitoring services delivered to citizens. SMPMF counts 20 people (mostly technicians and field officers) and acts as an interface between CMB and the citizens. SMPMF often activates partnerships with Community Based Organizations (CBOs) to promote awareness-raising and communication campaigns. Nevertheless, despite the virtuous path of recent years, there is still a strong need for strengthening. In order to better design this action, preliminary assessments and studies have been carried out. To be mentioned: (i) internal stakeholder analysis, (ii) data collection (mostly interviews), (iii) *Resilient Public Space in a post-emergency scenario: Macuti Beira Mozambique* - study by Dipartimento Ingegneria Civile Ambientale e Meccanica - DICAM (Università di Trento, 2020). According to the assessments, the detected **key challenges** are mostly related to the resilience to climate change, environmental conditions and natural disasters, as well as to the implementation of greening actions and a successful SW collection towards a more sustainable and inclusive city. The ability of the Municipality to find solutions to overcome challenges and to *Build Back Better*, together with the long lasting cooperation among the applicant and co-applicants gives good perspectives on the successful outcome of the project.

The proposed Action, in line with the CfP, aims at the promotion of an Integrated Urban Development of the city of Beira, through territorial partnerships built between the *Provincia autonoma di Trento* (Italy) and the *Conselho Municipal da Beira* (Mozambique), in accordance with the SDGs 17 and 11. **The outcomes** of the Action are: (1) empowering the urban governance, by improving CMB's capacities also enhancing local assets; (2) improving the public services with focus on greening and SW collection, and (3) fostering the digital transition and job creation in the field of circular economy. In the long-term, the Action seeks the empowerment of the local governance and at integrated urban development, thanks to a strengthened partnership between the two local authorities (CMB and PAT), at an institutional and technical level through a) peer to peer exchange and b) the upscale of the existing city to city cooperation. The goals will be achieved thanks to (i) a curriculum of new continuous learning systems (ii) a Pilot Project in Macuti neighborhood (iii) the development of new innovative technologies for services delivery. The Action addresses urban challenges named in SDG11 thanks to an integrated approach to waste management that calls for improvements in connected sectors like: energy accessibility, environment, creation of employment and innovative solutions. The proposal will scale up the ongoing initiatives of bilateral cooperation between CMB and PAT, introducing new elements to foster the achievement of SDG11. Furthermore, the initiative aims to improve a) resource efficiency in cities b) prosperity through circular economy and c) innovation through the use of smart processes and technologies. In order to i) reduce inequality, marginalization and spatial segregation of citizens; ii) improve urban planning processes to provide basic services; iii) ensure social inclusiveness creating the conditions to improve job offer and entrepreneurial attitudes; iv) improve resilience of cities by promoting circular economy in nexus with SWM.

Stakeholders of the Action are *Conselho Municipal da Beira* (CMB, co-applicant), Università degli Studi di Trento (co-applicant), Universidade Zambeze (co-applicant), International Cooperation Centre (CCI - co-founded by PAT in 2008, affiliated entity), Ministerio da Terra e Ambiente of Mozambique as well as other **LAs in EU and Mozambique** (such as the cities of Nampula and Chimoio that can find involvement in the Action). Other stakeholders in Italy are involved mainly via the integrated governance and development system of PAT: (i) Fondazione Edmund Mach (FEM), (ii) Trentino Sviluppo (local development agency), (iii) Dolomiti Energia (local public multi-utility) and the City of Trento (labelled as Smart City). **CMB** plays an

active role in the proposal, which enhances citizens' trust in public policies and local institutions, essential conditions for a successful urban development. Municipal staff is interested in having new tools to accomplish duties, as well as working conditions and efficiency improved. **Provincia autonoma di Trento**, thanks to its autonomous status and experience in decentralized cooperation, is interested in enhancing international linkages with local authorities and in sharing its own experiences in decentralization processes. The Action was designed following physical and online meetings carried out by the stakeholders. The interrelated **pillars of the action are three**. Firstly, **(O.1) the construction and institutionalization of a sustainable capacity building system for Conselho Municipal da Beira** allowing CMB to fully take on its role in terms of policy making for sustainable local development, and its responsibilities for ensuring the quality and quantity of public services through sound public contract regulations and practices, as well as through the testing of participatory urban governance models. This requires a number of steps: i) definition and validation of a training curriculum based on a participatory needs assessment process involving the Municipality, universities and international facilitators; ii) the strengthening of local trainers capacities through specific, blended (in-presence and e-learning) training on contents and methodologies; iii) the establishment of a Community of Practices based on an exchange programme among CMB representatives with foreign Local Authorities. This pillar includes general exchanges involving all the partners of the action (co-applicants, universities) in seminars as summer schools. The concept of a general, despite adaptable, curriculum wants to provide CMB with the capacity to develop a vision of a greener and smarter city. **The second pillar (O.2) of the action concerns the design and implementation of a pilot project promoting sustainable and inclusive local development in Macuti neighborhood**, chosen for its social and urban representativeness, being one of the most populated with low, middle and high income inhabitants. Based on the needs identified, the pilot initiatives will involve one or more co-applicants and EU partners. The goal is to test and further develop in practical terms the acquired competencies, but also to establish links and to foster cooperation among territories and within the municipality. In this pillar the role of the co-applicants is to moderate and assure the participatory methodology and adding quality and value to the pilot project. In this phase modern hardwares and infrastructure for reliable waste segregation, collection and valorization will be set up and equipped. Furthermore, greening interventions towards increased resilience and a better inclusiveness to reduce gender gap and address womens needs will be realised. A comparative study will be conducted by involved Universities as to inquire into specific and innovative topics covered by the training program and the Pilot Project. The combination of the continuous training and the creation of a *Community of Practices* appears a consistent, sustainable and autonomous medium term strategy to allow the municipality to establish a solid network of partners and to be able to successfully address territorial issues. **(O.3) The third pillar is the Innovation of the Waste Collection System enhancing Digitalisation and securing public-private initiatives** that blend the development of innovative software for SWM, community engagement and innovative collection services; a locally-designed and tested mobile App for consumers is at the fingertips of VGUEMA, that can promote its usage in all Beira territory. A communication campaign will target the population of *Bairro Macuti*, with the aim to inform on sustainability, environmental concerns, the greener commitment of the city and all new services offered through the mobile device. Co-applicants will support CMB with specific knowledge and experience in promoting private initiatives in the Circular Economy, including a bootcamp linked to the promotion of the private sector and start-ups. Finally, the results achieved in Macuti will be disseminated into other neighborhoods of Beira and other LAs in Mozambique. The three pillars are closely interlinked and the achievement of results implies strict coordination among parties. The action presumes a continuous support of the involved Administrations over time, in line with the previous development vision of the recently departed mayor of Beira: (i) institutional stability (absence of tensions within CMB that could undermine internal coordination), (ii) social stability (absence of riots, also given the strong inflation of currency); (iii) promotion of sustainable and inclusive actions. All Goals at the level of Macuti can be accomplished by strengthening CMB and its resources with a **Rights-Based Approach** and by applying simple solutions, based on participatory and inclusive processes and on developed innovative technologies. Due to the Covid-19 ongoing pandemic, the activities of the proposal are designed to be carried out remotely in case of restrictions (Italy and Mozambique). The Action, by its very nature, takes into account **cross-cutting themes** of good governance and environmental sustainability. All proposed empowerment activities will also include gender equality and sustainability on a wider scale. The Pilot Project in Macuti will seek gender-inclusive urban planning with a participatory and integrated approach, in order to promote security and equal access to public services, eliminate gender gaps and foster public spaces suitable for minors. Furthermore, women are actively involved in the waste management sector in Mozambique, representing 34% of the collectors in Beira; disparity in socio-economic conditions between women and men remains high, even though Mozambique's legislation and policies strongly recognize gender equality. The Action will promote women-led MSEs empowerment within the framework of circular economy. The Action will promote an evidence-based and participatory approach to local policy-making/governance. The Training Curriculum is based on a territorial development approach to local policies, which makes multi-stakeholder and multi-sectoral approach a key element.

1.3. Relevance of the action

1.3.1. Relevance to the objectives/sectors/themes/specific priorities of the call for proposals

The Action addresses the **global objective** of the Call for Proposal (CfP) as it proposes the building and institutionalization of a continuous learning system for *Conselho Municipal da Beira - CMB* which is established on capacity building activities and peer-to-peer learning at a local, regional and international level on good governance, with a deep focus on SWM and on the promotion of inclusive public policies. As regards the **specific objectives of the CfP, the action focuses vertically on S.O. 1, 3 and 4**; nevertheless the S.O. nr. 2 is addressed in a cross-cutting way. The project promotes and encourages the transversal strengthening of Mozambican Local Authorities through: **Outcome 1**) enhancing urban governance methods and principles of the *Conselho Municipal da Beira*, both at managerial and technical levels through a continuous learning system and the establishment of a Community of Practices among Mozambican stakeholders and foreign LAs; **Outcome 2**) improving greening and resilience in Beira by the integrated and participatory design and planning of a Pilot Project in the Macuti neighbourhood; **Outcome 3**) supporting CMB in its digital transition, with focus on software solutions to manage waste collection and valorization, that will be tested in Macuti, and encouraging private initiatives and job creation within the Circular Economy sectors. Decentralised cooperation and peer-to-peer exchanges of good practices among LAs are at the heart of this approach. The project supports the establishment of new partnerships, or contributes to upscaling the long-lasting ones, as well as cooperation relations. The Action contributes to the programme **Local Authorities: Partnerships for sustainable cities 2021** in supporting the improvement of multilevel urban governance, by creating suitable conditions and encouraging the development of technical skills and capacities within the municipality, ensuring ownership and sustainability. This is possible thanks to the key role of the partners and the involvement of wide-range stakeholders in the planning and implementation of actions. The project addresses the priority EU development cooperation **Rights-Based Approach: on one hand**, the initiative is outlined on the basis of the deficiencies and capacities of the local authorities emerged from an accurate assessment and analysis, with the objective these duty bearers to meet their obligations and taking care of the needs of the population. On the other hand, the project gives voice to the population itself (expression of their will and awareness of their rights) especially on the issue of urban spaces. The Pilot initiative in Macuti includes a participatory process to fully express the needs and requirements of citizens, in order to strengthen access to basic services and define good practices and appropriate methodologies of interventions. Human Rights, and gender equality are the central focus of the design, implementation, monitoring and evaluation of the Action. Overall, the project is in line with the **Universal Declaration of Human Rights** and **The Agenda for Change** and foresees the inclusion of human rights into all stages of the Action, enabling the capacities of local LA's to meet their obligations and to collect, process and accomplish public needs, in a responsible and accountable way, according to the law, providing better access to basic services to citizens, while improving trust between the inhabitants and the *Conselho Municipal da Beira*.

The Action will lead to the following **Results/Outputs**: (O1.1) The design and validation of a training Curriculum that will become the core of the continuous learning activities for CMB, to build a comprehensive training programme that will promote the transition to a more sustainable city (SDG 11): (i) the use a Territorial Approach to Local Development (TALD) framework that puts emphasis on multi-level governance, (ii) participatory processes that foster ownership and e-government, (iii) the improvement or revision of local policies in relation to their environmental impact; (O1.2) Training course for local authorities delivered to Council Members and the General Directors of CMB to acquire skills and theoretical-practical knowledge to promote a participatory, accountable and inclusive Local Governance, with focus on Sustainable Urban Management, Planning, Disaster Risk Reduction and SWM; within the *Community of Practices* Peer-to-peer learning is a fundamental aspect of the action between the CMB and other other LAs in Mozambique and Italy; (O1.3) *Community of Practices* on territorial sustainable development between CMB, Macuti and local/international partners are functional; (O2.1) a pilot project for a resilient, inclusive and sustainable city is implemented in order to transform knowledge into practice in specific sectors and address the needs of the neighbourhood of Macuti through an integrated and participatory approach, aiming at delivering quality public services to all the inhabitants, promoting social cohesion and the inclusion of the most vulnerables (unemployed, women and minors); (O2.2) Greening and Urban Regeneration, Ecosystem Services and Recycling Solid Waste Collection Plan are implemented in Macuti increasing the quality of life of its inhabitants; implementation of green commitment in Macuti setting up a Waste door-to-door collection System (link to O.3); (O2.3) Comparative Study on the impact of the implemented actions in Macuti and on the capacity level of Local Authorities to provide and manage services to citizens will be carried out by Universidade Zambeze and Università di Trento; Visibility and dissemination of the Study at a national (CSO,

local LAs, Ministerio da Terra e Ambiente of Mozambique) and international level (incl. conferences, publications, international platforms); (O3.1) Innovative Waste Collection Software comprising a mobile devices App for consumers is at the fingertips of VGUEMA; participatory programming will take place between the local ICT experts and Italian experts/LAs, consultation with users/ecosystem actors to collect feedbacks and better design; (O3.2) Established public-private initiatives between CMB and Micro, Small or Medium-Enterprises, to promote innovative services for a sustainable city management and foster job creation in Beira improving prosperity and innovation in cities.

1.3.2. Relevance to the particular needs and constraints of the target country/countries, region(s) and/or relevant sectors (including synergy with other EU initiatives and avoidance of duplication)

Mozambican *Autarquias Locais* came into being at the end of the 1990s following **Law n.º 2/97** (Lei n.º 2/97, de 18 de Fevereiro). Although recently formed, CMB demonstrates a coherent organisation and has achieved significant results in recent years, proving it can respond effectively to challenges and emergencies (cyclones Idai 2019 and Eloise 2021). *Conselho Municipal da Beira* consists of one *Presidente* (mayor) and ten (10) *Vereadores* (councillors). Despite the existence of 10-year strategies (“*Plano Estratégico de Desenvolvimento Municipal da Cidade da Beira - PECB*”, first approved by the Council in 2010) and of yearly budget-detailed plans, CMB’s actions are often led by a practical approach to reach immediate tangible results. This modality, which favours rapid, sometimes spectacular and highly appreciated actions, might limit the pursuit of an overall strategy for the long-term improvement of the city, reducing the impact of action in terms of efficiency and effectiveness. The Council’s leadership has been and certainly is visionary, proactive and directed towards continuous improvement; an example of this is the numerous relationships with other Mozambican and international municipalities (CMB is part of the network of Mozambican municipalities called ANAMM and is often awarded within pan-african organizations). In 2014, the *Estatuto Orgânico e Quadro do Pessoal* (organisational chart) was approved, which defined principles, structure (department, service and unit), tasks and distribution of staff. Management, administrative, transparency are still limited, due to lack of resources, well-equipped workspaces, limited access to technologies and lack of digitalisation. The council connects directly to the 5 *Posto Administrativo* of Beira (26 neighborhoods in total), with a decentralised structure (*administrative chief, secretariats and deputies*). Among the main issues, the Municipality faces the rapid growth of the population (estimated to be 696.000 in 2021 - CENSO INE 2017), with a sharp increase in informal and spontaneous urbanised areas, which is difficult to cope with through adequate basic services, maintenance and construction of infrastructures that would steer the city of Beira towards a sustainable future. Exacerbating this situation, in recent years climate change has led to catastrophic events that have caused deaths and damage (1.4 billion US dollars in total damage, *PDNA - Post Disaster Needs Assessment*), highlighting the city’s limitations and needs. *Environmental services* (including sewage systems, debris and waste collection, sanitation) were severely affected by cyclone Idai and worsened a situation that was already problematic due to the lack of financial and human resources, management capacities, equipment and infrastructures. Effects of cyclones have further weakened the whole chain, given the enormous quantities of debris to collect and the severe damages to equipment and infrastructure. SWM in particular is one of the main priorities identified also in the *Beira Recovery and Resilience Plan*. The Municipal Council, which currently manages SW collection, is able to collect and transport to the dumpsite about 40% of waste generated in the city, with negative effects on public health and sanitation. In 2016 a waste characterization study of MSW was implemented and in 2017 the “*Plan for Beira integrated waste management*” was finalized. In 2018, the Plan was put into operation with actions promoting and empowering the private sector and job creation (micro-mini local operators, value chain enlargement, public health). Currently, CMB has been updating its policies regulating waste management and the involvement of the private sector: the plan not only regulates private sector waste disposal, but also intends to stimulate private operators in the waste management sector (from collection to recycling and final disposal). Several initiatives are being developed to help build up the capacities of CMB. However, most of these initiatives usually take a “one-shot” form, exogenously designed and managed (by international actors): this approach does not allow local authorities to access regular quality training since the latter is dependent on the availability of external support. Moreover, the training tends to swing from too general and detached from the reality on the ground to very specific approaches. The creation of the Training Curriculum and the implementation of the *Community of Practices* provide the basis not only for concrete actions with an immediate impact, but also for interventions designed and aimed at achieving medium to long-term results. *Beira Master Plan (Plano Director da Beira 2035)*, approved in 2013, and the *Municipal Recovery and Resilience Plan (2019)*, are used as reference for the proposed pilot project. The Macuti neighbourhood has been selected also due to its varied urban composition (ex. formal 22% and informal areas 78%). In the *Bairro* is active an informal market for recycled plastics and other waste categories such as glass and metal, yet, nowadays, the collection is inefficient and based mostly on individual initiatives, characterized by (i) poor quality services, (ii) insufficient safety standards and (iii) low revenues (that does not incentivize the

development of sector). Macuti appears to be the ideal *bairro* where to apply an integrated, participatory and responsive approach, experimenting inclusive and resilient environment solutions (coastal protection, ecosystem services, infrastructure, public spaces, SWM).

The proposed Action is part of a longtime process begun in 2002 by PAT with the Province of Sofala (a formal Protocol was signed by the Governors of the two Provinces in 2002, renewed in 2006). In addition, in recent years, the city of Beira has been at the center of the attention of many and diverse international actors. Within this varied framework, the following initiatives should be highlighted: (i) *Cidadãos Amigos do Ambiente*, 2018 (EuropeAid/155290/DD/ACT/MZ), (ii) *Limpamos Moçambique - Programa de Fortalecimento dos Municípios de Nampula e Beira na Gestão de Resíduos Sólidos Urbano* (XM-DAC-6-4-011891-01-4); the applicants are also informed, and consider positive synergies with the following initiatives: (iii) *VIPMOZ*, submitted to *WEHUBIT* (BEL1707111-AP-05), (iv) *Inovação Circular*, submitted to EuropeAid/171155/DD/ACT/MZ. Finally, the city of Beira has been the object of detailed interest of the *Nama Facility Mozambique* working group (MITADER and partners) as to be a potential fast-track beneficiary of this wide programme. In this framework, the current proposal aims at providing institutional empowerment to CMB, also in order to better coordinate the multiple initiatives that take place on the municipal territory. Finally, important to mention, PAT is at the moment implementing the action named "*REBUILD - Research and Education Building Urban Institutions for Local Development*" (EuropeAid/167744/DH/ACT/Multi-4) in Libya, on which CCI is operating as an Affiliated Entity.

1.3.2. Describe and define the target groups and final beneficiaries, their needs and constraints, and state how the action will address these needs

Target Groups of the action are: representatives, technical staff and operators of CMB (approx. 400 people) whose capacities will be strengthened in addressing local needs and will be given innovative technologies for SWM, with focus on **VGUEMA; lecturers of Universidade Zambeze** (approx. 12 people) who will benefit from a long-term linkage with the Municipality and from the integration in an international network with proven high scientific profile; **local CSOs and Inhabitants Macuti** (approx. 25.000) benefiting at different levels: representatives involved in the training activities; CSOs, CBOs and inhabitants take part into the design of the Action with meetings and workshops to express needs to be met; **MSMEs of circular economy**: will be enabled to find spaces to act and define partnership with LAs. CSO and MSEs will participate to the design of the Software solution. The training delivered by the Universities will be adapted to local needs and priorities, which will be identified through a participatory process involving universities, municipalities and, when relevant, inhabitants.

Final beneficiaries of the action are: all inhabitants of Beira, including the private sector (700.000), will benefit from better access to services and strengthen leadership towards good governance of the city (replicability of pilot experience) and new job opportunities within the circular economy sector. **All municipal staff** that will benefit from an improved governance, decentralization of processes, procurement, city greening management, become part of a Community of Practices. **The population** will benefit in the long run from improved leadership, capable of intervening while respecting the needs and rights of citizens and at the same time able to apply appropriate principles and methodologies for good governance in favour of a sustainable, resilient and inclusive development of the city.

1.3.3. Particular added-value elements

Particular **added-value elements** of the action are: (1) the Action is based on a long-standing decentralized cooperation between *Provincia autonoma di Trento* (and its co-applicants) and *Conselho Municipal da Beira*, which has already shown appreciated results in empowerment of local governance; the **long history of cooperation between lead applicants and co-applicants** facilitates dialogue, the achievement of results and ensures that actions are designed and conceived in a participatory way and respond concretely to identified needs. (2) Strengthening of **international networks** both at local authority and university level; Involvement of Universidade Zambeze in the creation of the training curriculum with a view to long-term **sustainability and local ownership**. (3) Articulation between the two axes **theory and practice** contributing to good governance, sustainable cities, innovation and ultimately prosperity; theory will be put into practice with experimentation through Pilot Projects in Macuti, where the CMB, supported by the project partners, will have the opportunity to put the acquired knowledge into practice and demonstrate to citizens a new approach to city management for long-term improvements. (4) **Dissemination of Pilot Project's results** within other Mozambican municipalities and **scalability** of the action among other neighborhoods in Beira. (5) **Promotion of multi-level participatory processes** in urban development within municipalities, both at municipality level (within different departments) and at community level, with involvement of significant groups in decision-making processes.



Contracting authority: European Commission

Local Authorities: Partnerships for sustainable cities 2021

Annex A.2 – Grant application form – Full application

Budget line(s): BGUE-B2020-21.020802-C1-DEVCO

Reference:

EuropeAid/171273/DH/ACT/Multi

Number & title of lot	Lot 1: Partnerships for sustainable cities in Sub-Saharan Africa
Title of the action:	Mozambique Integrated Urban Development by Actions and Relationships: Empowering Local Governance (MUDAR)
Name of the lead applicant	Provincia autonoma di Trento
Nationality of the lead applicant ¹	Italian

Dossier No	
(for official use only)	

¹ An organisation's statutes must show that it was established under the national law of the country concerned and that the head office is located in an eligible country. Any organisation established in a different country cannot be considered an eligible local organisation. See the footnotes to the guidelines for the call.

Full Application Form

1 General information

Reference of the call for proposals	EuropeAid/171273/DH/ACT/Multi
	Lot 1: Partnerships for sustainable cities in Sub-Saharan Africa
Number of the proposal²	48
Name of the lead applicant	Provincia autonoma di Trento
Title of the action	Mozambique Integrated Urban Development by Actions and Relationships: Empowering Local Governance (MUDAR)
Location of the action	<i>Beira, Sofala, Mozambique</i>
Duration of the action	36 months

² When the contracting authority has evaluated the concept note it informs the lead applicant of the outcome and allocates a proposal number.

2 The action

2.1 Description of the action

2.1.1 Description

Relevance of MUDAR to the objectives, sectors, themes and priorities of the Call for Proposals.

The project MUDAR aims to promote integrated urban development and better living conditions in Beira (**Overall Objective**). In particular, it aims at promoting an integrated urban development and an empowered local governance, in order to improve the living conditions of the population of Beira, Mozambique. In line with the objective of the Call for Proposal, MUDAR will contribute to it by scaling-up the effective territorial partnership between two Local Authorities (LAs) operating in a bilateral cooperation framework: the Provincia autonoma di Trento (PAT), in Italy, and the Conselho Municipal da Beira (CMB), in Mozambique. A strengthened cooperation between PAT and CMB will indeed be instrumental to making Beira more inclusive, safe, resilient and sustainable (in line with SDG nr 11) as it will foster the development of new, international means to promote more inclusive urban development for the city of Beira (in line with SDG nr 17). MUDAR will foster the delivery of efficient services for citizens in a greener, more resilient Beira, thanks to improved capacities of the Conselho Municipal da Beira to apply urban governance methods and principles (**outcome 1**), adequate urban planning in most underserved neighbourhoods such as Macuti (**outcome 2**) and support to the digital transition of the Municipality, which will foster job creation (**outcome 3**).

Relevance of MUDAR to the needs and constraints of Beira Municipality in the Mozambican context.

The project will be active in Beira, the capital of the Sofala Province, one of the largest cities in Mozambique (696,515 inhabitants³, based on 2020's projections of the 2017 census, migration data, and estimated urban population net growth in 2020: +4.4%⁴). The city is divided into **planned areas** (hosting 45.45% of the urban population), which have better buildings, road networks and services (e.g. sewerage, water and electricity), and **unplanned areas (50.46% of the population)**, with precarious buildings and infrastructures, while the remaining 4.10% live in rural areas. Areas **without an integrated urban development plan** are expanding rapidly, and are more vulnerable to flooding and the impact of adverse events caused by climate change. Social and economic conditions in these areas are more precarious (only 56.9% of Beira population had access to adequate sanitation services in 2015, prior to Idai's devastation⁵). In Beira, with people's livelihood often depending on the informal economy and occasional jobs (40% of households in urban areas depend on informal economy for their subsistence at national level⁶), the impact of Covid-19 containment measures (lockdowns, movement restrictions, etc.), the result of the pandemic on the global logistics and commerce (Beira's major source of income), as well as the consequence of Covid-19 on the health status of the most vulnerable ones (142,123 cases and 1,785 deaths in Mozambique³), have led to an increase in unemployment and the worsening of socio-economic indicators. Due to the destruction caused by the cyclone Idai (in 2019, about 90% of Beira was destroyed or badly damaged with about USD 316 Million and 41 Million respectively in terms of damages and losses) and - to a lesser extent - by Eloise (in January 2021), compounded by the effects of Covid-19, access of Beira population to adequate socio-economic infrastructures has worsened, especially in already vulnerable neighbourhoods⁷. At the same time, Beira Municipality has limited (and decreasing) financial and technical capacities to provide for the needs of these citizens. For instance, **only 43%⁸ of daily-produced waste is managed by the Municipality**. Beira Municipality is governed by the **Conselho Municipal da Beira (CMB)**, which is a relatively young institution established at the end of the 90s (*Lei n° 2/97, Feb. 18th*). After the death of Mayor Simango in February 2021, CMB is undergoing a consolidation process. A long-term development strategy and policy of CMB for further institutional and urban developments was initially articulated in the Masterplan Beira 2035 (*Plano Director Beira Mozambique 2035*), then in a 10-year plan (*Plano Estratégico de Desenvolvimento Municipal da Cidade da Beira - PECB*), currently under revision. However, the Municipality, conscient of the precarious situation characterising Mozambican urban infrastructures, intends to improve the sustainable development of Beira, yet the *Plano de Estrutura Urbana* -an integrated urban development plan that aims at an inclusive spatial organization by guaranteeing access to urbanized and regularized land, and recognizes the right to housing and urban services for all citizens- has only passed the diagnostic stage (with the approval of the *Diagnóstico da situação actual da cidade da Beira* in May 2020, and a final decision on this is not yet in sight in 2021. Indeed, the Municipality still faces several organisational gaps. In particular, in Beira challenging context, where also financial and

³ Instituto Nacional de Estatística (INE), CENSO - Mozambique 2017

⁴ The World Bank Data - 2020

⁵ "Relatório Final Do Inquérito Ao Orçamento Familiar (IOF) 2014/15 (Final Report of the Family Budget Survey 2014/15), in Un-Habitat (The Initiative on Financing for Resilient and Green Urban Global Solutions, FRUGS) (2020)

⁶ Government of Mozambique "Avaliação das Necessidades Pós Desastre (PDNA) após o ciclone tropical IDAI" (2019)

⁷ Ministry of State Administration and Public Service (MAEFP, Relatório da Avaliação Anual de Desempenho do Município da Beira, December 2020)

⁸ Planos de Gestão Integrada de Resíduos Sólidos Urbanos, 2017

technical resources are limited, CMB has **insufficient number of adequately trained human resources**, and the following **gaps** were highlighted during the needs assessment: **1) Weak planning & coordination capacities**, which worsened in recent years⁹. Even though an institutional strengthening process is undergoing, CMB internal processes and procedures are not translated into practice by its departments. Internal and external auditing is not performed, coordination and internal communication among departments and at local level (postos and bairros) happens occasionally. Participatory steps to involve the Beira population in planning are performed with a top-down approach that leave little room for factual participation and accountability, also due to limited awareness of the importance of the process among the population, civil society organisations, and CMB staff themselves. **2) Poor capacities in terms of financial administration**, human resources management, and procurement. Within a framework where the financial resources coming from the Central Government and from Beira's port are diminishing, CMB must operate within tight budget constraints and should be able to achieve equitable results effectively, with limited resources. Lack of the skills thereof is hence hindering adequate service planning and provision. **3) Limited technical skills and knowledge on resilient integrated urban actions that respond to a comprehensive strategy (as one-off short-term interventions are preferred)**. In terms of capacity building, stakeholders expressed their consensus on the need to **further develop** CMB's staff capacities, as it appears that no comprehensive relevant training programme is available for continuous on-the-job training and refreshment of CMB staff, also leading to staff demotivation and turnover (a constant challenge). This will be tackled by an intensive training package based on the concept of Territorial Approach to Local Development (TALD) and built through extensive discussions with CMB and academic/training authorities, and by building a community of practice on integrated urban development with international and mozambican LAs (**WP1, outcome 1**).

In terms of urban planning, CMB's priority is to **improve planning and control of expansion of the unplanned neighbourhoods**, by involving the population in expressing their needs and concerns and provide them with the basic services and thus fulfill their rights to live in a salubrious environment (Rights-Based Approach). In particular, the **Macuti neighbourhood**, a settlement located in a sandy and clayey soil that extends southwards along the coast, with a population of approximately 25,000 (based on 2020's projections of the 2017 census, Beira annual growth, and migration data), is one of the most challenging and representatives of Beira's problematic urban development. It is clearly divided between a planned formal area (richer, urbanised, with primary infrastructures and houses made of conventional material) and an unplanned informal area (poor, characterised by tin shacks arranged without following any kind of planning). The latter lacks drainage, roads, sewage systems and waste management infrastructures and, given its geological and morphological conformation, is particularly affected by the rains and prone to rain water stagnation and flooding (50% of structures was damaged by Idai)¹⁰. The unplanned area is also stressed by the socio-economic development of Beira and is rapidly expanding in terms of population and informal housing, to the detriment of the green areas and of the environmental sustainability of the city itself.

The choice of Macuti was dictated by its strategic location within the city and the previous interventions carried out there by the project partners in recent years, in order to give continuity to the interventions undertaken and to promote the integration of the informal part of the neighbourhood into the formal urban environment. Furthermore, Macuti was proposed by the project partner CMB. This will be tackled by translating the training proposed in Work Package 1 into practice, and by developing an inclusive and sustainable pilot action in the Macuti neighbourhood with a focus on resilience, inclusiveness, sustainability, and also on better living conditions of the inhabitants. (**WP2, outcome 2**). In terms of the **digitisation process**, the government of Mozambique joined the **Digital Economy for Africa (DE4A) Initiative**, and Beira Municipality is taking part to it through other actions, such as the creation of a digital cadaster and digital systems for strengthening land administration, local finance and tax collection. In parallel, the digital transition applied to the solid waste management in the city of Beira, promoted by the project **VIPMOZ**, funded by ENABEL-WeHubit, the International Cooperation Agency of Belgium. The MUDAR proposal is interlinked with the VIPMOZ project on a dual level, that of digitisation and that of the circular economy. MUDAR will facilitate the involvement of CMB technicians and staff already involved in the VIPMOZ project and, for the elaboration of digital innovation, will start from the project's findings, highlighting good practices and components that have been positively received, and from these will develop its own intervention so that it will be, if possible, a follow-up of the work undertaken by CMB.

Nevertheless, even though it is a key priority, the digitisation process is still hindered by limited funds and **poorly equipped offices and lack of digital/IT skills among key staff at CMB**. **The slow path of digitisation is** a major bottleneck not only for urban and institutional development, but also for the regular functioning of various departments and services within CMB, which are poorly equipped and with limited resources to conduct their work. In line with the objective of "mainstreaming digitalisation in development cooperation", as set in the European guidelines reported in the Digital4Development Staff Working Document

⁹ Ministry of State Administration and Public Service (MAEFP, Relatório da Avaliação Anual de Desempenho do Município da Beira, December 2020)

¹⁰ REACH, UNOSAT "Mozambique: Beira City - Macuti - Neighbourhood Damage Assessment - As of 26 March 2019", 2019, available at <https://reliefweb.int/map/mozambique/mozambique-beira-city-macuti-neighbourhood-damage-assessment-26-march-2019> (Latest visit: 23 August 2021)

(D4D), MUDAR helps fostering the transition of the Municipality, by providing not only tools, but also skills and capacities to better administrate the Municipality and to deliver high-quality public services. This will be tackled by supporting the digitisation process of the Conselho Municipal da Beira and fostering public-private partnerships and job creations. For the development of PPPs with local MSMEs MUDAR will collaborate with the Consorzio Associazioni con il Mozambico- CAM and the recent project "Inovação Circular" starting in January 2022; in particular, the project promotes the strengthening of Incubation and Acceleration services in the city of Beira, with a specific focus on the consolidation of MSMEs within the circular and green economy. It will therefore be the concern of the project to promote a connection between the MSMEs under consolidation and the CMB, involving them in the implementation of activities in the Macuti neighbourhood. **(WP3, outcome 3). The project integrates other ongoing initiatives, without duplication.** The close and long term-collaboration with CMB, which helped in shaping this proposal, will guarantee to avoid duplication of efforts and initiatives which are provided by other development partners. MUDAR action is thought to create synergies with other development interventions that will take place in Beira in the coming years, such as VNG's institutional support and Consorzio Associazioni con il Mozambico's "*Limpamos Moçambique: Programa para o fortalecimento da Gestão dos RSU nas Cidades da Beira e Nampula*" programme, funded from the Italian Agency for Cooperation and Development, to which the Outcome 2 is integrated.

The target groups for the project are: (i) city councilors and managers of the *Conselho Municipal da Beira - CMB*; (ii) administrative and technical staff of CMB's Departments (incl. *Vereações de Gestão Urbana e Equipamentos e Meio Ambiente - VGUEMA*); (iii) Micro Small and Medium Enterprises (MSMEs) of circular economy in Beira; (iv) Community Based Organizations; (v) citizens of the Macuti neighbourhood (*Bairro de Macuti*), (vi) trainers of the Instituto de Formação em Administração Pública e Autárquica (IFAPA), (vii) Universidade Zambeze.

City Councilors, Managers of the *Conselho Municipal da Beira - CMB*, Administratives and all staff of CMB's Departments (incl. *Vereações de Gestão Urbana e Equipamentos e Meio Ambiente - VGUEMA*) (over 400 total staff, including 108 CMB staff who will be trained): CMB plays the important role of local counterpart of the Provincia Autonoma di Trento in Mozambique. As emerged from the preliminary analysis and the experience of the project partners, CMB is increasingly encountering structural limits dictated by the lack of specific technical-managerial skills and economic resources to ensure operation and coordination between the parties. Despite some recent improvements, during the discussions with CMB while drafting this proposal emerged the need of broadening knowledge and strengthening the technical and organisational capacities of the staff within the various departments and units, in order to: i) avoid staff turnover, with qualified people leaving the institution, ii) improve CMB's capacities to plan and deliver basic services and, iii) ultimately, to contribute to building a more inclusive, equitable and resilient city. Through the delivery of theoretical and practical training activities, through the design and implementation of pilot interventions, and through the support to the digitisation process and job creation, MUDAR will consolidate the institutional building process that CMB has already undertaken and hence contribute to CMB's mission.

Micro Small and Medium Enterprises (MSMEs) of the circular economy in Beira: According to the Business Census conducted by INE in 2016 in Sofala there are **more than 2,300 SMEs**, of which 40% are related to agribusiness. The MSMEs represent in the territory a vehicle for local economic development and are carriers of added value. The Conselho Municipal da Beira has several initiatives in the Beira urban area that promote the creation and formalization of small businesses that deal with the circular economy and offer a service to the community and municipality (especially in the area of Municipal Solid Waste Management). On the one hand, the creation of jobs in the urban area will be promoted by entrusting the realization of the interventions to be carried out within the Project for Macuti (e.g. the arrangement of drainage canals); on the other hand, public-private partnerships between MSMEs and the CMB will be promoted in order to foster job creation. Some services, such as the separate collection of plastic materials and glass, are carried out by informal collectors who work independently. One of the major difficulties for local municipalities is in fact the lack of funds for the promotion of services to citizens and the maintenance of partnerships with private entities for the development and implementation of services: MUDAR team will work and accompany the municipality so that the partnerships created can be lasting and prolonged even after the project.

Community Based Organizations and Citizens of the Macuti neighbourhood (approx. 25.000 inhabitants, in *Posto Administrativo Central, Cidade da Beira*): they will be involved in the Action at different levels. The project, through the involvement of representatives of local associations and the population of the Macuti neighbourhood (both planned and unplanned area), aims to promote an improvement in the quality of life of people, especially those most vulnerable (women and children), through pilot interventions on Resilience, Urban Regeneration, Green infrastructures and Recycling Solid Waste Collection, in order to create a more inclusive environment, attentive to the often unheeded needs of the population. The community will therefore be given the opportunity, through consultations, interviews and moments of community sharing, to express their needs concerning urban planning, spaces and the quality of life in Macuti. Moreover, the behaviour of many citizens is often the cause of problems of urban decay such as the accumulation of rubbish in areas not designated for it (for instance close to drainage canals), the occupation of unbuildable land, etc; the awareness campaigns will sensitize citizens on environmental issues and urban management, in order to improve individual practices for the collective good.

Staff and Trainers of Instituto de Formação em Administração Pública e Autárquica (IFAPA-Beira): The *Institutos de Formação em Administração Pública e Autárquica* (IFAPA) are public entities with legal personality and pedagogical, scientific and administrative autonomy, under the supervision of the Ministério da Administração Estatal e Função Pública and Ministério da Economia e Finanças. IFAPAs are responsible for the technical training and capacity building of Mozambique's civil servants and local governments. The Beira-based IFAPA (which is responsible for the training of public administrators in Sofala, Zambezia, Tete, and Manica provinces) employs **33 staff (including 3 in-house trainers)** and has an external pool of over **100 trainers (civil servants, based in Beira and Maputo)**. This team has an efficient organizational and managerial structure that has proven effective in projects funded by EU Member States and in decentralised cooperation. Therefore, the IFAPA-Beira is a key actor to be involved for long term improvement of the capacities of CBM and even other Mozambique LAs. While discussing the training methods with representatives of CMB, the opportunity emerged to strengthen MUDAR by including IFAPA, which expressed its full endorsement. At the same time, IFAPA highlighted the need to strengthen its own training tools and capacities (e.g., increasing the familiarity of IFAPA's trainers with e-learning methods, curriculum updating, etc.). This will be ensured by MUDAR by involving IFAPA as an additional partner, by training their trainers through a ToT scheme and by mentoring their trainers throughout the implementation of the training cycle and through the community of practice. By the end of MUDAR, IFAPA's trainers will have knowledge, capabilities and practical training tools that will increase the impact of IFAPA's training and potentially strengthen its positioning as a training provider for the public service in central Mozambique. IFAPA pedagogical director has been involved in the design of the training activities through online meetings.

Universidade Zambeze: Professors and assistants from Universidade Zambeze will have the opportunity through the proposed activities to collaborate and be part of multidisciplinary teams. They will also be involved in exchanges of good practice with the Università degli Studi di Trento (UNITN) (O2.3). The activities will improve the working methodology and establish a lasting exchange relationship with the Università degli Studi di Trento.

The final **beneficiaries** of the Action are all staff and representatives of CMB (approx 400 people); all citizens and sectors of Beira, including the private sector (**over 696,000 people**). All the staff of the Municipality benefits from improved internal management and coordination skills that facilitate work and promote integration between the various departments; moreover, in the long run, they can benefit from reinforced expert trainers (IFAPA) capable of reproducing quality training and delivery training to all departments. The population of Beira, and in particular the population dwelling in Macuti (**approx. 25.000**), benefits from the interventions carried out in the neighbourhood and from the quality services offered by the Municipality; as well as from the strengthening of CMB's governance and increased capacity to mitigate marginalization and segregation and favour policies that promote equality and inclusion, especially towards women and children. At the same time, all economic sectors of Beira, especially those linked to the circular economy, benefit from greater competence on the part of the CMB and the possibility of doing business in a more sustainable urban environment.

Other stakeholders identified that can positively or negatively influence the Action include: NGOs working in Beira; the other EU and non- EU member states working in the Province of Sofala; private sector companies in Italy involved in the summer school and exchanges; the Italian Government, and the Mozambican Government. These players can influence the progress of the project. During the design phase, meetings and round tables were held with NGOs working on-site and with possible stakeholders in Italy: a positive picture of participation and a desire for inclusion emerged. Consultations have oriented the planning and improved the quality of the proposal, which integrates with the local context and the real needs of the city.

Intervention logic and coherence of project design.

The overall objective of the project is to promote integrated urban development and better living conditions in Beira. Through the strengthening of the L.A. (CMB), the project wants to ensure better access to services for citizens and promote a "territorial approach" to local development. To achieve the goal, three interconnected outcomes have been identified: a theoretical and formative phase (SO.1) is accompanied by an experimentation in the field to put the acquired notions into practice (SO.2), to which support is integrated in the digital strengthening and job creation to facilitate the implementation of the designed solutions (SO.3). The proposed activities, in fact, although articulated in three Work Packages, are carried out in parallel in order to allow a strong relationship between the components and allow an integration between practice and theory. Among the first planned activities is the signing of a Memorandum of Understanding between the parties (CCI, CMB, IFAPA) (A1.1.2) and the definition and validation, through a participatory approach, of a training curriculum that meets the needs for the CMB (A.1.1.1). This multidisciplinary curriculum will be developed by CCI with the support of the partners (PAT and UNITN) including technical e-learning training modules indispensable for the realization of Outcome 2 and 3. The CMB staff training will be carried out in-presence by trainers of IFAPA (A.1.1.4) who will be previously trained (Training of Trainers) by CCI with e-learning modalities (A.1.1.3). Throughout the process IFAPA will be supported and will benefit from continuous mentoring by CCI the project team. The strengthening of the CMB provides for a strong component of exchange of best practices with the PAT. The creation and development of a community of practice (CoP) represent a key component for the capacity building of the local administrators. The CoP includes several events where habits and experiences are shared among the participants and between participants and external actors: peer-to-peer workshops and visits in Mozambique (A1.2.1), the attendance of a Summer School in Italy

(A1.2.2) with a mixed theoretical and practical approach (trainings and field visits) and the fostering of a professional mutual exchange between Italian and Beira LAs (A1.2.3). It has been planned that all CoP activities should be integrated and connected to the training process throughout the facilitation conducted by IFAPA (A1.2.4) and supported by CCI mentoring activities (A.1.2.5).

In parallel, activities will be carried out through a participative process, which will allow trainees and CMB staff to put the acquired knowledge into practice and to experiment. The experimentation will take place through the implementation of a pilot project in the Macuti neighbourhood (O.2). First of all, preliminary investigations to frame the national normative field and a field assessment (A.2.1.1) will be carried out to find the necessary data to realise a project proposal coherent with the current planning and normative framework (A.2.1.2). The integrated design foresees the active participation of the CMB staff and the population; the community will be actively involved through the collection of information and feedback to test the validity of the proposal (A.2.1.3). Finally, the draft proposal, elaborated in a participatory way, will be presented in its final version to the whole CMB (A.2.1.4). These activities will lead to the Project of Macuti for a Resilient, Inclusive and Sustainable city (O2.1). The executive projects of the interventions in Macuti (greening, urban regeneration, recycling SW collection) will be realised (A.2.2.2) and then implemented in the neighbourhood through the direct intervention of CMB, local enterprises and citizens (A.2.2.3). At the same time, awareness-raising campaigns will be carried out in the local community on issues such as water and waste to promote good hygiene practices and the aims of the pilot interventions (A.2.2.1), which will be inaugurated during an official ceremony (A.2.2.4). Macuti will have new green infrastructures, safe places thanks to urban regeneration interventions and a recycling solid waste collection plan in action (O.2.2). The impact of the interventions and the management capacity of the CMB will be the subject of a comparative study (O.2.3): first of all the ToR will be defined and a multidisciplinary working group will be selected (A.2.3.1), which will be in charge of collecting and analysing data (A.2.3.2) and writing and publishing the study (A.2.3.3).

Theory will be turned into practice also in the field of digitisation; an initial assessment of the capacities and means of the CMB and the population will be carried out (A.3.1.1) on the basis of which a team of experts will develop a new digital solution that supports the CMB in the delivery of services to citizens and responds concretely to the issues addressed in the Project for Macuti (A.3.1.2). The CMB technicians will be trained in the use of the new digital solution that will be tested during the implementation of the interventions in Macuti, in order to be able to use it properly (A.3.1.3); during this period the CMB will receive support and monitoring from the project staff (A.3.1.4). At the end of the trial period the CMB will have at its disposal the new digital solution, which can be used also in other districts (O.3.1). The sustainability of the interventions carried out in Macuti depends crucially on the CMB's ability to create public-private partnerships with micro, small and medium-sized enterprises to implement community services (O.3.2). Events (A.3.2.1) will be organised between CMB and local businesses, in order to create a connection that will lead to the signing of public-private partnerships (A.3.2.2) between the parties for the implementation of services offered within the Project for Macuti. The maintenance of these partnerships over time will be the subject of support by the project team in the search for funds to guarantee their post-project follow-up (A.3.2.3).

This project aims to tackle some of the main institutional constraints which affect the municipality of Beira and hinder its capacity to conduct effective urban planning in line with the vision of the *Masterplan Beira 2035*. The actions envisaged were extensively discussed while drafting this proposal with CMB councilors. They build on the cooperation experience that PAT and its implementing partners created over the years in Beira, and more broadly in the Province of Sofala and Mozambique. These constraints are also highlighted in recent studies which assess the institutional and technical capacities and policies of the municipality, such as the VNG International qualitative assessment (2021) and MAEFP report (2020). Its long-term strategy and vision has secured large investments to build and strengthen major infrastructures mainly in the areas of coastal protection, sewerage, drainage to a lesser extent waste management, thanks to the support of the EU and some of its member countries, as well as other international donors. While the implementation of these major infrastructures will be coordinated by central authorities, such as the *Water and Sanitation Infrastructure Administration (AIAS)* within the Ministry of Infrastructures, CMB will have an important role both in planning and maintaining them after completion. Yet, its financial and technical capacities for effective planning and monitoring are limited, as also highlighted in VNG International assessment. All training will not only strengthen the staff and departments' capacities in their specific area of work, but will stimulate innovative ideas and solutions through a multi-discipline learning curriculum, which will be put into practice through the implementation of a pilot project. This will improve infrastructures and living conditions of the locals, will promote social inclusion and favour the connection between planned and unplanned areas. The interventions will be designed to improve Macuti's response to water-related problems, creating suitable and effective technical solutions, which are integrated by a constant sensitization of the population.

Work Package 1 OUTPUT 1.1 (Council Members, General Directors and technical staff of the Conselho Municipal da Beira (CMB) expand their skills and theoretical-practical knowledge in the fields of inclusive and sustainable Urban Management and Local Governance).

WP1 is articulated in **three blocks** of activities: i) a training of trainers (ToT) by CCI to IFAPA; ii) a training delivered by IFAPA to the Municipality of Beira; iii) a set of experiential and "community of practices"-based activities. The training sessions are organised in 5 cycles; each cycle lasts approximately 4 months: a first e-learning session of 6 weeks for the ToT and a second in-presence session of 9 weeks for the training to the

Municipality of Beira and the evaluation of the training. The third block of activity refers to a set of experiential learning activities, i.e. a peer-to-peer exchange among Mozambique LAs in relation to specific topics, the organisation of a Summer School on local governance and development strategies targeted at CMB Department's staff and representatives and an Exchange Programme among Mozambique and Italian LAs to share knowledge and practices. This block also foresees a Facilitator Community of Practices, and the support and mentoring provided by the Training team coordinator & local development officer (CCI) to the Facilitator Community of Practices (IFAPA).

A.1.1.1 Participatory design, customisation and validation of the training curriculum as a continuous learning tool for LAs. A team of the Action for training delivery is composed of the personnel of CCI Team coordinator & local development expert and capacity building expert together with IFAPA capacity building coordinator who lead a needs assessment of the training among the municipality of Beira with the involvement of the Human Resources Department. The team delivers a training program customizing the ToT and the training delivery to the municipality in terms of contents, themes, methodology and timeline. The training program is then validated with the active involvement of the CMB representatives and the HR Department.

A.1.1.2 Signature of Memorandum of Understanding (MoU) between CCI (ChairPerson, Training team coordinator & local development officer and Capacity Building officer), IFAPA (Director and Training Coordinator) and CMB (Major) and definition of a roster of experts for the ToT e-learning video lessons and a pool of trainers who will attend the ToT and subsequently deliver the training to the municipality delegates. The MoUs contents comprises the training overall aims, objectives of the single cycles, adult training methodology to be implemented, mentorship programme from CCI to IFAPA and methodology, deliverables of the training. The programme includes the focal point of the Action with the community of practices activities, pilot project (WP2) and innovative services (WP3).

A.1.1.3 Training of Trainers (ToT) The training is structured on a curriculum based on a theoretical framework useful for connecting local development with local governance. CCI will deliver an e-learning training to a team of IFAPA trainers. It is organised in 15 thematic modules. The modules are distributed in 5 cycles of training sessions of 3 modules each. **Training Curriculum:** 1. Promoting sustainable and inclusive local development: M.1.1. Local sustainable development principles and strategies (from the perspective of TALD approach); M.1.2. Urban Strategic Planning; M.1.3. Strategies and tools for inclusive participation. 2. Tools for action: M.2.1. Project cycle management, monitoring and evaluation approaches & tools; M.2.2. Multi-stakeholders and multi-sectors project management; M.2.3. Public policies writing, implementation & evaluation. 3. Leading and managing people: M.3.1. Leadership and Human Resources Management; M.3.2. Citizenship and inclusive approaches (gender equality, human rights, equal access to services, etc.); M.3.3. Support the resilience of the inhabitants in the specific context of Mozambique. 4. Promoting social economic development: M.4.1. Social and sustainable economic development; M.4.2. Principles of the circular economy to urban development; M.4.3. Creation of job opportunities for youth. 5. Services delivery: M.5.1 Waste Management, M.5.2 Urban Planning; M.5.3 E-Government. For some of the technical components of the training, the CCI foresees the participation of some departments and professors from the Università degli Studi di Trento.

Training Methodology: Distance working for 6 weeks (2 weeks per thematic module). **Location:** PAT e-learning platform (moodle). **Content per module:** 4 video lessons (with Portuguese subtitles), reading materials, exercises and final test. All the tools and documents will be available as training material for the municipalities to support and integrate the in-presence training provided by the IFAPA trainers (A1.1.4). The material will also remain available after the end of the Action becoming integral part of the permanent training for municipality staff and representatives. **Participants:** IFAPA Training Coordinator and at least 6 IFAPA trainers per cycle.

A.1.1.4 Training delivered from IFAPA to the municipality of Beira. This activity consists in the implementation of the five cycles of training foreseen in the curriculum and one more cycle organized directly from IFAPA as experts in the field of finance and procurement in Mozambique. It is articulated in two different actions: the delivery of the training to the representatives of the Municipality of Beira will be conducted by IFAPA trainers. Training activities will be coordinated by the Training Coordinator of IFAPA. CCI will mentor IFAPA trainers during the delivery of the training. . **Organization:** 6 training cycles delivered by IFAPA to the municipality's staff: the 5 that articulate the ToT training plus one. **Contents:** each session includes 3 thematic modules (the same as for TOT plus a sixth training cycle on "Improving Performance" and focused on i. Public Financial Management, ii. Public & Private Partnership, iii. Procurement and Contract management), according to the curriculum. **Participants:** at least 6 in each one of the 18 modules delivered (18 modules *6 participants = minimum 108 participants); at least 18 trainers/facilitators from IFAPA will deliver the training; **Duration:** 3 weeks for each module (1 day every week). Total: 9 weeks for each cycle. **Location:** IFAPA or municipality's facilities. An evaluation will be carried out by the TB at the end of each training cycle. The evaluation will focus on the IFAPA training to the municipality. The evaluation and feedback/feedforward process at the end of each cycle allows for the consolidation of the training proposal. All training activities at municipal level will feed the community of practices with important feedback and experiences, as well as will provide CMB's departments and divisions involved with key skills for the definition and subsequent implementation of the pilot project. This will represent the concrete laboratory where to apply at the best the acquired knowledge. Target groups of the training are directors, heads of office and high profile technicians from the following Beira Municipality Departments:(i) Department of Urban Management (VGUEMA), (ii) Department of Construction, Infrastructure

and Urbanisation, (iii) Mayor Office, (iv) Department of Human and Institutional Development, (v) Department of Municipality Human Resources.

A.1.1.5 Mentoring IFAPA during training implementation. In order to facilitate the delivery of the training to Beira Municipality, CCI training officers will provide distance support/mentoring on the methodological settlement and participatory learning to the IFAPA Training Coordinator and experts in charge of the training. Contents: Monitoring of the overall learning process, feedback on activities and methodological support. Duration: Front 8hours/cycle = 48 hours in total; Back 16 hours/cycle = 96 hours in total; Back Front=144 hours/total activity.

OUTPUT 1.2 (Community of Practice on territorial sustainable development among CMB, Bairro Macuti and local/international partners are capable and motivated to address common challenges faced at local level)

A.1.2.1 Peer-to-peer exchange among Mozambique LAs in relation to specific topics. Prior to the beginning of the pilot project, 5 people (to be identified) among representatives of Departments of CMB and Universidade Zambeze professors will participate in a first study visit to another municipality in Mozambique with similar actions on waste management and greening aiming at assessing challenges and opportunities and supporting the project design. One of the visits will be organised at the SIRI “Sustainable, Inclusive and Resilient Inhambane” project in Inhambane, funded by the EU and implemented by the Catalan Agency for Development. A workshop will be organized to prepare the visit and foster relationships among the participants. The Facilitator Community of Practices will search for similar initiatives and facilitate the dialogue among the municipalities involved in the exchange programme. A second workshop and study visit will be organized during the second year of the project. Peer-to-peer exchanges aim at creating a mid/long-term relation among LAs in Mozambique on the theme of waste-management, they will help further improve mutual links among the Municipality’s representatives and technical officers and will allow the assessment of the implementation of the pilot project on waste management. The Facilitator of Community of Practices will hold the initial workshop fostering the knowledge gained during the training and put it in correspondence to the study visit, gathering the expectations, contents, themes to be seen in the study visit and support the participants to elaborate the experience with the feedback. The facilitator will also foster the communication within the participants and the representatives of the municipalities cases visited.

A.1.2.2 Organisation of a summer school on local governance and development strategies targeted at CMB Department’s staff and representatives. Intensive capacity building sessions including field visits (service delivery cases), exchanges of experiences, meetings with local administrators. The content of the summer school is linked to the contents of the curriculum and to the pilot projects’ reference sectors (waste management). The Training Coordinator and Facilitator Community of Practices will play a role in overseeing the training process and the community of practices exchange and sedimentation of the summer school experience. Target: 2 CMB representatives (then involved in the exchange programme with Italian LAs), 6 CMB officers + 2 members of IFAPA (coordinator + facilitator). Location: Trento. Period: Between the training cycle 2 and the cycle 4. Duration: 7 days (5 days of training/visits + 2 days of travelling).

A.1.2.3 Promotion of an exchange programme among Mozambique and Italian LAs for the sharing of knowledge and practices. During the first phase of the pilot project, 5 delegates from Italy (i.e. representatives of Provincia Autonoma di Trento, University of Trento, Trento Waste-Management Agency, greening start-up, etc.) and 2 CCI project staff will visit Beira and meet with the LAs in order to foster an exchange programme based on the actual implementation of the activities. Meetings and field visits will enable knowledge and practice sharing regarding waste management and urban planning. Target: 5 delegates from Italy. Location: Beira. Period: Initial phase of the pilot project. Duration: 5 days (3 days of visits/workshop + 2 days of travelling).

A.1.2.4 Facilitating the Community of Practices. This process triggers the habit (= practice) of seeing and exchanging experiences and reflections, building the premises for a community of practice built around the pilot project. The Training Coordinator and the Facilitator Community of Practices will support the re-elaboration of the summer schools’ experiences; organize the peer-to-peer exchanges and the elaboration of the feedforward and feedback of the study visits; follow the working groups and support methodologically and thematically. With this objective, the Action foresees specific tasks and workload for IFAPA facilitator: organization of meetings with relevant experience in waste management, search the best practices and study cases in other municipalities in Mozambique and foster the queries and answers among similar actors.

A.1.2.5 Mentoring the “community of practices” development process. In order to support the Facilitator of Community of Practices in the role of facilitating the emerging and delivery of the learning outcomes from the practical experiences and in the overall management of the community of practices, CCI training officers will provide IFAPA of a distance support/mentoring for the community’s facilitation. Contents: Monitoring of the overall learning process, feedback on activities and methodological support. Duration: 4 hours mentoring every two months.

Work Package 2: OUTPUT 2.1 (Project for the Macuti neighbourhood for a resilient, inclusive and sustainable city of Beira is timely developed under an integrated and participatory design approach).

A.2.1.1 Initial policy and field assessment with focus on Safety, Urban Regeneration, and Solid Waste Management. The first activity to be carried out in order to execute the integrated design consists of a detailed study of the existing regulatory and physical framework, preparatory to the design of the pilot actions at a neighbourhood scale to be carried out in Macuti, in the city of Beira. As for the regulatory aspect, the objective

is to frame the action in the current national legislation on urban planning and land management and is to integrate it with the contents of the *Plano de Estrutura Urbana* (PEU) currently being approved. The Operational Team (Equipe WP2) will carry out a survey on the local conditions starting from the hydro-geological situation, since water is the main element of danger and obstacle to the development of the area, integrate it with an investigation of the potential to develop elementary infrastructures, also necessary for the improvement of sanitation conditions and in particular for solid waste management, as well as sociality, also through common green spaces, and inclusiveness. The collection and segregation of waste is indeed a major challenge within the unplanned areas due to the scarcity of accessible routes and the practices of the population. The activity will be carried out in two parallel phases: (i) the collection and analysis of policies and programme documents at both urban and national scale in order to have a complete general regulatory framework in which to operate; (ii) the field assessment carried out at neighbourhood scale, to collect both quantitative information, through technical analysis and mapping of existing conditions, and qualitative information, by interviewing the local population, investigating probable discomforts and collecting proposals for improvement. The results of the quantitative investigation and mapping research will be interfaced with the survey in the field in order to frame coherent scenarios. The study foresees the active involvement of the CMB, which will be supported by experts from the Università degli Studi di Trento (responsible for the activity) and the Universidade Zambeze, supported by Junior Field Officers, who will have the task of supporting the local partners in researching and processing the data. CMB technicians from the urban management and planning departments will be involved during the whole analysis and design phase (*Vereação de Gestão Urbana e Equipamento* and *Vereação de Infra-estruturas, Construção e Urbanização*). The activity is configured as a training on the job - with the putting into practice of notions and skills acquired during the training activities (Outcome 1) and is fundamental to have preliminary data to structure the Comparative Study (O.2.3) and to set up the project proposal in a shared way. It is foreseen that UNITN staff will participate remotely (ITA) and carry out on-site missions at least once a year. Weekly, Equipe WP2 will meet online to share progress and coordinate the progress of the work.

A2.1.2 Drafting of a preliminary project and definition of the interventions for the neighbourhood of Macuti

The activity is a concrete opportunity for CMB managers and technicians to put into practice what they have learned during the training course (O.1) and to carry out an integrated planning project experience at a neighbourhood scale that integrates technical and social issues, public services and good governance with the support of experts who will integrate the theory learned with practice and expertise. The objective of participatory planning is, in fact, to actively involve the departments responsible for the CMB (*Vereação de Gestão Urbana e Equipamento* and *Vereação de Infra-estruturas, Construção e Urbanização*), the representatives of the community and some sample inhabitants (stakeholders) in order to find and configure solutions that will provide a concrete response, albeit in the limited area of a neighborhood to the problems that emerged from the field survey. This, considering the need for inclusiveness, i.e. an intervention aimed at integrating the unplanned area with the planned area, reducing the phenomenon of marginalisation typical of the poorest areas of the city. At the regulatory level, the Municipality of Beira, despite the lack of qualified personnel and technical capacity, is moving to draw up an urban and territorial plan at an autarchical level that can support detailed planning. In fact, the new *Diagnóstico da Situação actual da Cidade da Beira*, produced by the CMB, has recently been published (May 2020) and is the first document to be produced in the process of drafting and approving the new *Plano da Estrutura Urbana* (PEU) of Beira, which is currently being under the evaluation of the CMB. The implementation of the pilot project in Macuti is part of this broader scenario of growth at urban scale and, in the participatory planning of interventions to be implemented, the Technical Board will direct the choices so that they reflect the general municipal choices and are in line with current policies. In *Lei n. 19/2007, Lei de Ordenamento do Território*, and the relative regulations, there are normative references that legitimise the proposed intervention: the project at neighborhood scale can, in fact, be carried out even in the absence of an approved PEU. Of course, this does not preclude the project team to conform the intervention to the broader vision on an urban scale, which provides indications regarding the priorities for the city of Beira. Starting from the water and its management (creation of safe places through canalization systems) as well from an elementary infrastructures network, the integrated design will develop solution and intervention proposals for the provision and proper management of solid urban waste, which will be integrated into the project at the neighborhood scale and the transformation of selected spaces into welcoming and inclusive public places suitable for socialization also through greening interventions (for example the banks of drainage canals). The collection and management of solid urban waste are considered essential to ensure healthy and welcoming social spaces such as squares and city parks, that foster social integration and inclusion, as well as the interaction between planned and unplanned parts of the neighbourhood. The project will consist of a descriptive report and drawings at neighborhood scale. The participatory teamwork allows to further strengthen the technical skills of the CMB staff through practical experimentation, providing a concrete response to the needs of the citizens. The person in charge of the activity is the Università degli Studi di Trento, active involvement of CMB and PAT is foreseen, CCI will supervise the activity and give feedback. The activity foresees the remote participation (ITA) of UNITN staff, who will carry out on-site missions at least once a year. The WP2 equipe meets weekly online to share progress and work on the project in a participatory manner. International MOZ to ITA missions are foreseen for CMB members to visit the Municipality of Trento and participate in design and planning activities in UNITN offices to foster the exchange of expertise and best practices.

A2.1.3 Collection of information and feedback from the community. The activity is bound to the previous activity of project designing (A2.1.2). The active participation of citizens and public administration is guaranteed throughout the process of field survey, writing and revision of the pilot project. The higher the degree of sharing and acceptance of the project by the CMB and the population itself, the higher the ownership, the duration over time of the intervention and the incorporation of the integrated design methodology into practice. The choice of participatory methods favours the right-based approach and complies with the provisions of *Lei de Ordenamento do Território no. 19/2007*. Article 9 identifies the methods of public participation of citizens, local communities and communities, which are declared fundamental and mandatory for the implementation of new projects. The participatory process will follow certain conventional methods, presented by the law, such as public assemblies and other public consultation methods. Direct surveys will be carried out using interviews and geo-referenced questionnaires to the citizens of the Macuti neighbourhood to collect quantitative and qualitative data on their living conditions in the neighbourhood, their habits, their propensity to change, but also on the geological and flooding risk of some areas of the unplanned part. The activity foresees the distribution of questionnaires (600) and the interview (200) with the inhabitants of the Macuti neighbourhood (at least 50% women), including people with reduced mobility and people with disability, or their recognised representatives (associations, etc.). The active participation of women in the decision-making process ensures planning with an inclusive and gender equality perspective, gives voice to their needs by bringing to light the physical, cultural and social aspects that limit women's rights within the urban space and impair its usability. The inclusion of people with disabilities (or their representatives) in the decision-making process ensures inclusive planning, too. Officers will administer questionnaires and interviews with the community. The team will use the collected data to define the intervention. Public assemblies and meetings with stakeholders will also be held to present, discuss and collect feedback on the project by communities. The activity, by fostering dialogue between CMB and the local community, will also pilot test CMB's capacities to manage, coordinate and involve councils and public hearings. The Trentino model and the experience of the Provincia autonoma di Trento on maintaining social cohesion, management and coordination with local authorities, which operates through the Strategic Mission Unit Coordination of Local Authorities, Territorial and Mountain Policies (UMST), will be presented. Moreover, this activity is closely linked to the training of outcome 1 and is configured as a training on the job - with the implementation of notions and skills acquired during the training. The person in charge of the activity is the Università degli Studi di Trento, the active involvement of CMB and lead applicant PAT is foreseen, CCI will supervise the activity and give feedback. The activity foresees the remote participation (ITA) of UNITN staff, who will carry out on-site missions at least once a year. Weekly the project team meets online to share progress and work on the project in a participatory manner.

A2.1.4 Presentation of the drafts to the Conselho Municipal da Beira. The participatory upscaling process will culminate with a sharing of the preliminary design of the intervention in Macuti at an event attended by the Conselho Municipal da Beira. The active involvement of the CMB staff of the *Vereação de Gestão Urbana e Equipamento and the Vereação de Infra-estruturas, Construção e Urbanização* throughout the project phase guarantees the project's sustainability and ownership. The event will take place in Beira and the CMB managers and councillors will be invited. The responsible of the activity is PAT; it foresees the active involvement of CMB and Università degli Studi di Trento, CCI will supervise the activity and give feedback.

OUTPUT 2.2 (Resilience and safe spaces, Urban Regeneration, Green infrastructures and Recycling Solid Waste Collection interventions are successfully implemented in Macuti within the scope of one pilot-project).

A2.2.1 Realization of awareness-raising campaigns and workshops for the community on good sustainable practices, and the conscious use of public services. Parallel to the implementation of the interventions in Macuti (A.2.2), starting from the second year of the project, the WP2 Equipe, in particular the Junior Field Officers, will be in charge of implementing some awareness-raising campaigns for the population of the neighbourhood (approximately 1500 people). The campaigns will focus on three particularly sensitive issues: water, infrastructures and solid waste. The implementation of improvement measures in Macuti must be accompanied by a change in behaviour on the part of the community. The acquisition of common good practices will help the population to maintain the outputs of the project over time and to gain ownership. The issues addressed will be the importance of proper management of urban waste for the health and well-being of the community and the environment, and the cleaning and maintenance of drainage ditches that are now open dumps. The activities will be closely interlinked with the interventions promoted and target the population of the unplanned neighborhood. Awareness-raising will be carried out through practical activities, using the methodology of learning by doing, and the creation of community groups and committees of active citizens (*cidadania activa*) in charge of the quality of life and maintenance of spaces will be promoted. The campaigns will be conceived and designed by the WP2 Equipe with the participation of the CMB, which will actively contribute to the definition of the contents related to municipal services. The responsible for the activity is the PAT, nevertheless, CMB and the UNITN will be contributors. CCI supervises and provides feedback to the equipe. As for activities, the remote participation (ITA) of UNITN staff is foreseen, who will carry out on-site missions at least once a year. Monthly WP2 Equipe meets online to share progress and work on the project in a participatory way.

A2.2.2 Executive integrated design of Resilience, Urban Regeneration, Green Infrastructures and Recycling Solid Waste Collection interventions in Macuti. The preliminary project elaborated in output 2.1 will be transformed into an executive project containing the detailed definition of the pilot interventions on Resilience,

Urban Regeneration, Green infrastructures and Recycling Solid Waste Collection. The design will be shared and will involve, as in the preliminary phase, CMB technicians from the relevant departments. The area of intervention will be identified and the most appropriate solutions for the site will be studied, going down to a scale of detail appropriate for the design. The team will work to find solutions that reflect the needs and priorities that emerged in the field surveys and from the participatory process. The ultimate aim of the action is reducing both social and gender imbalances and promoting the creation of both social and gender-inclusive places to improve the living conditions of the most vulnerable population and to promote the economic and social inclusion of women and, in a broader sense, of all the population of the unplanned area of the neighbourhood. The executive project will consist of technical drawings and specifications, with construction details, carried out with the support of a Construction Engineer, who with the WP2 equipe will study technical solutions for the maintenance of the interventions. Among the various types of intervention there may be the adaptation of the drainage channels network at neighborhood scale, the creation of green spaces along the channels, the creation of new roads and the draft of a waste collection plan. This action also takes the form of on-the-job training for the technicians of the Municipality, who are called upon to put into practice the theoretical and methodological knowledge acquired (outcome 1) and to integrate the various fields of action, involving independent aspects and departments. The activity will be coordinated with the digitisation team (WP3 team), which will integrate the implementation of the interventions with a digital solution at the service of the CMB (output 3.1). As for the previous activities, PAT is in charge of the activity, while CMB and the University of Trento contribute to the implementation, and CCI supervises and provides feedback. The activity foresees the remote participation (ITA) of UNITN staff, who will carry out on-site missions at least once a year. Weekly, the project team meets online to share progress and work on the project in a participatory manner.

A2.2.3 Implementation of Resilience, Urban Regeneration, Green Infrastructures and Recycling Solid Waste Collection interventions in Macuti. The actual implementation of the works will be entrusted to the CMB, which will be responsible for the implementation; the technical offices of the municipality will be constantly supported by the WP2 team that will be present throughout the implementation phase (PAT and UNITN contributors, CCI gives feedback). The works can be done directly by the Municipality or, if considered appropriate, external companies can be contracted following strict and transparent procedures in line with the EU provisions included in the PRAG and internal procurement manuals. For the implementation, it is foreseen the purchase of some heavy vehicles (waste collection truck and a backhoe) as well as the possibility to rent heavy machines in case they are not available internally. The possibility of actively involving citizens voluntarily in carrying out minor works, such as tree planting, will also be explored, to increase ownership of the activities and taking responsibility for maintenance. It should be noted that the project covers all costs related to materials and labour needed to carry out the interventions. Some of the solutions defined in the executive project take the form of construction work and redevelopment of existing spaces, and will be implemented from the first month of implementation (year 2); other actions are more lasting, such as the intervention of urban solid waste collection (approx 500 users) and the maintenance of public green areas. For these last activities, the CMB will sign agreements to establish public-private partnerships with MSMEs that will be responsible for implementation during the project duration (O3.2). CMB will have funds for the purchase of spare parts and the maintenance of the vehicles used in the activities. Throughout the implementation period of the interventions, CMB and project staff will supervise and accompany the activities on the ground. The duration of the activity is planned to be 12 months, so as to allow the implementation of hard activities, but also the implementation of soft activities for a satisfactory period of time for the study and measurement of the impact of the interventions (O2.3). International trips are planned from Mozambique to Italy by some technicians and managers of the CMB to carry out a fact-finding visit to PAT and the city of Trento, selected in 2014 by the Institute of Electrical and Electronic Engineers as one of the 10 cities in the world that can boast the title of smart city (link to O3.1).

A2.2.4 Opening ceremony in Macuti with local authorities and the community. At the end of the second year of the project, an event is organised to inaugurate the new urban regeneration and greening intervention in the Macuti, in the presence of local authorities and the community. The opening ceremony lasts one day and will be organised by project staff. The event will also be attended by a representative member of the PAT. The project covers the costs of the event, which is organised in a participatory way; the invitations to the event, the selection of the date and the modalities of implementation will be discussed with the Conselho Municipal da Beira, which will be able to indicate its preferences and direct the activity according to its standards. PAT is responsible for the activity, CMB and the UNITN contribute to the implementation. CCI supervises and provides feedback.

OUTPUT 2.3 (Project experience related to the Integrated Urban Design Interventions is systematized and disseminated)

A2.3.1 Definition of the objectives, terms of references and set up of a multidisciplinary working group. The activity has the objective of defining the working group that will be in charge of the drafting of the comparative study. The study aims at investigating the impact of the actions implemented in Macuti and the capacities of the CMB in terms of good governance and services delivery to citizens. The multidisciplinary team is composed of 3 members from Universidade Zambeze and 1 from the UNITN. They will be responsible for the collection and analysis of data. The draft of the study objectives, terms of reference, contents and methodology of the study will be defined to be approved and validated by the Technical Board. The action will last 4 months and

weekly meetings will be held on-site (with online participation of UNITN) to define the survey methods and tools to be used. Questionnaires, interviews, forms, etc. necessary to carry out the study will be produced. The study will have to analyse the interventions from a gender and *Rights Based Approach* perspective, assessing how and to what extent the project managed to integrate the concepts of inclusiveness, gender equality, integrated urban development in the community and the neighbourhood. It also assesses how these interventions have been received by the population. The body in charge of the activity is Universidade Zambeze, which will be supported by the UNITN.

A2.3.2 Field research and data collection. Once the terms of reference and contents have been defined, the research and data collection activities will begin. The activity is divided into 3 temporally defined phases: i) before the physical implementation of the Macuti project, ii) during the implementation, iii) at the end of the project. In this way, pre- and post-project data can be collected, and all activities involving the active participation of the community can be investigated and considered. The multidisciplinary team (A2.3.1) will be responsible for collecting field data, which will be organised in digital format (e.g. excel sheets). The research team will be supported on the field by the Junior Field Officers. The collection of data will involve both the population living in the informal unplanned area and in the planned area: the impressions of the citizens of the planned areas will be collected, even if not directly benefiting from the intervention. This involvement is essential to analyse the perception of the intervention at the neighbourhood level and to evaluate the effectiveness of the interventions in terms of inclusiveness and reduction of marginalisation. The activity is supervised by Universidade Zambeze, which will be supported by UNITN.

A2.3.3 Writing and publication of the comparative study by Universidade Zambeze and Università degli Studi di Trento. The research team, in parallel with the data collection, is responsible for the analysis and writing of the *Integrated Urban Design Interventions Study*. The study will be carried out in English and translated into Portuguese and Italian. The members of the multidisciplinary working group (A2.3.1) will participate in the writing. The activity is carried out with the telematic participation of UNITN experts. The study will be reviewed by the Comparative Study Local Team Leader, who will be responsible for approving the final version to be submitted to the Technical Board for final approval. The document will be published (english and portuguese) and subsequently disseminated to the identified stakeholders. Starting from the end of the second year of the project, international trips (Mozambique-Italy) are also planned for Universidade Zambeze to exchange good working and research practices with the UNITN. The Universidade Zambeze is responsible for the activity, supported by the UNITN.

Work Package 3: OUTPUT 3.1 (Innovative digital solutions are in force at the CMB)

A3.1.1 Need Assessment of CMB and population on digitization. To develop this activity PAT will identify a team of experts in the field of digitalisation in developing countries, who will be supported from the very beginning by a Digitalisation and Informatics Coordinator at the head of the Universidade Zambeze: this will be the project team (Equipe WP3) dedicated to digitalization. During the assessment, an analysis will be carried out on the technical capacities and means available to the CMB and on the perception and use of digital tools by the population. Particularly, in view of the existence of a number of studies on the state of ICTs in Mozambique carried out in the past few years, the project team assigned to this output will give priority to desk research as a method for data collection. In addition to the studies, the assessment will cover various documents related to development issues and ICTs: policies, strategies, legislation, institutional reports; literature on innovations, gender and ICTs, and experiences in the field of community ICTs. A significant amount of material can be collected from the Internet. The second assessment instrument will be open interviews, on the one hand with key people in Mozambique's ICT sector, and on the other with users representing Mozambican CBOs at provincial level, as well as a sample of citizens about the current usage of public IT services. The assessment will be carried out from the second month of year 1 of the project and it will last approx. 4 months. PAT is responsible for the activity, Universidade Zambeze contributes to it.

A3.1.2 Development of innovative digital solutions for CMB for the management and delivery of services to citizens according to the findings of the assessment. Based on the results of the assessment and the interventions contained in the project of Macuti (O.2), the project team dedicated to digitalisation will elaborate a first proposal identifying some development possibilities to be shared and discussed with the CMB. The areas of intervention are in line with the priorities the EU stands for digitalisation in international cooperation projects, and these could be: Artificial Intelligence (classification and pattern recognition), Internet of Things - IoT (sensor to produce data or signal events), Cloud Computing (real-time management and workflow optimisation), Data Analytics (discover trends and recalibrate models); all of them should be developed and implemented with high concern of users privacy. The involvement of content managers and technicians of Municipality in every development process can be a decisive factor to create a sense of ownership of the process at the local level, with a tight link to radios and community centers, also for a gender integration. The methodology and the area of intervention in which to include the digital solution will be chosen and agreed upon in a participatory way. The selection will be integrated and connected to the areas of intervention of the pilot project (Greening, Urban regeneration and/or SWM) and, through an APP or SMS service, it will support the implementation and maintenance of the pilot interventions. The new digital solution will be a pilot experience for the CMB, will be user-centred and will be based on the technical capabilities and resources available to the CMB. Similar cases will be researched and studied to maximise the output of the work and minimise the possibility of running into mistakes already experienced elsewhere. Nonetheless, to avoid

duplications and to integrate the intervention into the wider digitisation process of the Municipality (ex. MOPA), the project team, through the CMB, will be able to get in touch and collaborate with other organisations and international agencies, in order to find synergies with other actions in the digital field. In the light of the preliminary analysis carried out for this project, it is possible to identify areas of intervention: SWM and water. For instance, an increased use of digital technologies is crucial to shifting waste management towards more sustainable materials management; such technologies can improve recycling, facilitating the use of recycles by producers, enabling better purchasing and sorting decisions by consumers, and improving waste sourcing options for recyclers. Advanced digitalisation in WM and treatment is currently mostly in the innovation phase, and digital technologies can be found in all steps of the WM process; moreover, a digital transformation of the sector should be aligned with plans to make greater use of digital technologies in the development of a circular economy. The design of the digital solution will occur before the implementation of the Project for Macuti and all development costs will be covered by the project. In addition, all expenses linked to the IT equipment for the CMB are included in the budget, to allow the Municipality to implement and manage the pilot digital system and to avoid the problem of lack of instruments. An instruction manual for the use and management of the digital solution will be provided to CMB. PAT is responsible for the activity, Universidade Zambeze contributes to it. Support missions by a PAT expert on site are foreseen.

A3.1.3 Specific technical training sessions for CMB staff on the use and maintenance of the new digital solution. Training recipients within the CMB will be selected according to the type of digital solution developed. To mitigate the effect of the staff turnover and dropout, there will be careful selection of a sufficient number of people, in order to allow controlled management of the solution and to ensure continuity of work. The selected staff (at least 30% women) should have a minimum level of digital and basic computer skills. A pre-training test will be conducted to set the level of training. The training will be delivered on-site and occasionally by remote e-learning. The Universidade Zambeze, in particular professors and technicians of the *Centro de Tecnologias de Informação e Comunicação* - CTIC, will perform the training activities, which will be held within the CMB facility, by using the IT equipment (ex: laptops) made available by the project. The ultimate aim of the training is to enable the implementation and maintenance of the digital solution. The timing of the training will be agreed upon with the CMB. The training consists of 1 module of at least 8 hours on general digital skills and 1 module of at least 16 hours on the use and maintenance of the software (incl. App and data management). The modules can be distributed over a period of several days and each session will be followed by a Q&A dedicated time. At the end of the course, a test will be submitted to the participants to assess the skills acquired. Universidade Zambeze is responsible for this activity, PAT is a contributor.

A3.1.4 Implementation, support and monitoring of the digital solution in the Macuti neighbourhood. Two more phases will follow the design and development parts: firstly, the digital solution will be installed on premise or in cloud (SaaS) depending on the context constraints. The project covers the costs of the hardware required for installation in CMB's office including devices to be installed on the field. Then, it will be tested and monitored on a restricted number of users selected within CMB staff and project staff. Secondly, the solution will "go live" and be tested on a larger scale in the Macuti neighbourhood within the pilot project intervention. Coordination with CMB will be crucial to extend and promote the innovative digital solution among Macuti and its inhabitants. Dedicated oversights will take place by the project staff in all phases, aimed to further tuning of the digital solution. At the end of the intervention a questionnaire on the use and satisfaction will be submitted to Macuti population and CMB staff involved in the pilot project. Local IT Business or Start-up may be used for implementation. Universidade Zambeze is responsible for the activity, PAT is a contributor.

OUTPUT 3.2 (Local government and private sector partnerships and other initiatives related to the innovation and job creation are fostered)

A3.2.1 Organization of events and meetings between CMB and local MSMEs to create public-private partnerships. The Operational Team carries out a field analysis and a market survey in order to identify possible MSMEs, formal and informal, potentially interested and suitable for the implementation of services included in the Project of Macuti. The selection is made through a participatory process involving CMB, including at the neighborhood level. Once a first selection is made, the OT will contact the "selected" MSMEs and facilitate meetings with CMB with a view to facilitate the creation of public-private partnerships. Possible partnerships will be analysed and proposed to the Mayor. Meetings can take place at the project office or in the municipal offices. The MSMEs will be informed about the type of work required and will be provided with details of the interventions in order to reach an agreement between the parties for the implementation of the activities. The project will cover the costs of the services offered through PPP for the duration of the project. On the basis of the findings and MSMEs identified, several companies can be selected to carry out the activities, as is the case for waste sorting, which is often carried out by small groups of people or even by individual self-employed persons. The participation of civil society organisations will be facilitated in order to foster an active involvement of the community in the care and maintenance of urban spaces. PAT is responsible for the implementation of the activities, CMB and Universidade Zambeze and CCI (A1.1.3, A1.1.4) contribute to the implementation.

A3.2.2 Signature of agreements for innovative services offered by the SMEs within the project in favour of CMB. Once the selection of MSMEs has been made, agreements for the creation of PPPs between CMB and MSMEs will be signed. The agreements will identify the commitments between the parties, the obligations, the purpose and duration of the partnership, the methodology and frequency of activities and the results to be achieved. The remuneration and method of payment for the service rendered shall be specified. Partnerships

will be signed by the parties (MSMEs and the Mayor of Beira). MSMEs will be provided with the necessary equipment to carry out the tasks within the Macuti Project. Despite the PPPs between MSMEs and CMB, the project will take in consideration those informal workers whose income comes from waste management activities (such as plastic collection). In tight collaboration with Inovação Circular, the project will promote the involvement of the informal workers within the proposed activities and will encourage the migration to a more formal income: an example is the start-up Green Collection, born within the Zambeze University Incubator that puts together plastic collectors in order to collect and recycle plastic bottles. In addition, the CMB will have funds available for the purchase of equipment necessary for the implementation of maintenance activities. The activity will lead to the creation of new jobs in the circular economy. PAT is responsible for the activity, CMB contributes and actively participates in the implementation, CCI (Activities 1.1.3, 1.1.4) will contribute.

A3.2.3 Accompanying the Municipality in its search for funds to maintain the activities of the pilot project and the new public/private partnerships. This activity is carried out by the operational team dedicated to the creation and maintenance of PPPs. In parallel with the implementation of the services granted in the Macuti district, the team will support the CMB in consolidating services to the population. The economic sustainability of the PPPs is crucial for maintaining the services in the long term. The activity includes a study of the current situation and of the local and international context to find solutions that allow the maintenance of the services: internal possibilities of management of the available funds will be analysed as well as the search for external funds that facilitate the renewal of the PPPs. The activity consists in the continuous internal and external search for funding possibilities, as well as the exchange of best practices between PAT and CMB on this matter. PAT is responsible for the implementation of the activity, CMB and Universidade Zambeze contribute to the implementation.

The proposed Action stems from previous knowledge of the situation in the Province of Sofala and Beira, on the part of the project partners, who have had other opportunities to collaborate. During the writing, participatory meetings were held between the partners to define activities and results. In addition, some studies by CSO and other national and international bodies have been useful in defining the Action: *Preparação e Implementação de um Estudo Institucional para Analisar o Fortalecimento do Serviço Autônomo de Saneamento da Beira (SASB)*, Republic of Mozambique, Nov 2019; *Qualitative Assessment of the Beira Municipal Organisation*, VNG International, Jan 2016 and July 2021; *Relatório da Avaliação Anual de Desempenho do Município da Beira 2020*, Ministério da Administração Estatal e Função Pública, Dec 2020; *Beira – Municipal Recovery and Resilience Plan. A Roadmap to Building Beira Back Better*, Volume 1. CMB. May 2019; *Plano Director Beira Mozambique 2035*, Deltares, Nov 2013; *Plano de Gestão Integrada de Resíduos Sólidos Urbanos da Cidade da Beira*, CMB, 2018. During the elaboration of the full proposal, a more in-depth analysis was carried out with project partners about the state of the art of urban planning in Beira, thus finalising the legal and procedural framework of the Project for Macuti.

Some changes have been made from the CN. At the CN stage, it was foreseen that a training institution would have been identified during the implementation of the project, in order to adapt the training curriculum to the Mozambican context. During the FA design, the Instituto de Formação em Administração Pública e Autárquica (IFAPA) of Beira was identified as a suitable institution to contribute to the training. IFAPA was therefore added as a co-applicant, given its role in the FA design and its relevance in the implementation. IFAPA's key role in the training activities is complemented by the participation of the Universities of Trento and Zambeze, which provide important support for the technical components, especially with regard to the implementation of the second and third pillars in the Macuti area. Concerning the digitization component, following the investigations carried out during the writing process with partners and experts, it was decided that the new digital tool will be agreed on the basis of the findings of the initial assessments in order to adapt it to the needs of the intervention in Macuti by creating a user-centred tool.

The participation of 1 person belonging to PAT and of 1 of the Local Authority CMB in the Coordination Committee meeting in Brussels was also included in the budget. Specifically, the Italian representative will travel annually (3 times in the project period), the Mozambican representative will attend twice. The budget includes also 8 institutional flights to Maputo to meet the European Delegation in Mozambique

2.1.2 Methodology

Creation and strengthening of the ownership by beneficiaries and other diverse target-groups take place in various ways throughout project implementation. In the initial phase, also to generate a change of practice and approach, the planning of the activities is co-participated and shared with all the national and international partners and the target groups of the project: participants will be involved above all in the definition phases of the training themes and the integrated planning of the Project of Macuti and in the digitisation process that accompanies and integrates the pathway of the pilot project. Project activities aim to strengthen not only partnership between territories, but also the specific leadership of CMB, which becomes an active player in the inclusive development of the city, taking on board the project objectives and thus maximising the development possibilities and the quality of the services provided. The Action is characterised by constant exchange of best practices among participants and encourages the creation of lasting networks between Mozambican and Italian entities. The creation of ownership and sustainability concerning the project objectives will take place through an integrated methodology with theoretical and practical learning of skills. Human Rights

and Gender Equality are mainstream in the Action and access to the decision-making process as well as participation will be safeguarded and encouraged throughout the duration of the project. Gender, Inclusion and Equal Rights will be transversal subjects during the training at CMB, which will acquire the skills to develop inclusive interventions and policies in the territory of Beira.

The project, given its complexity and the great involvement of experts in various fields, requires a continuous and structured presence on-site in Beira. It is planned to rent a project office in Beira for the entire duration of the Action and to purchase specific equipment and services to carry out the activities: office furniture, Desktop PC, laptop for project personnel (incl. CMB staff), monitor, printers, GPS, communication and visibility tools. The following equipment is also foreseen: waste collection truck (as well as spare parts for maintenance and fuels) and a backhoe for the CMB to implement the interventions in Macuti; tools for the greening and maintenance of intervention in Macuti; seedlings and other materials for urban greening and urban regeneration (including urban furniture); material for urban waste management, rental of heavy machinery for the realisation of the intervention, materials/prints for awareness raising campaigns, workshops and field assessment. Local logistics is also very important: project means of transportation will be made available to project staff, which is mostly local, to enable internal travel and allow the numerous activities to be carried out in parallel. As to guarantee contamination of good practices, the Action foresees numerous international flights; also, flights will be covered to guarantee the presence of international staff in Beira and the participation in the Summer School (CMB staff); in addition to the travel costs the project covers insurances, VISAs, *per diem* and transport in Mozambique and EU. The project also covers the costs of interpretation and translation services necessary for the implementation of the exchange activities. Internal travel costs for field visits to other Mozambican municipalities by CMB representatives and project staff are also guaranteed. For the pilot project in Macuti, the Action covers the costs of public events to facilitate citizen participation in integrated planning. It covers the costs of the implementation of the on-site interventions (greening, urban regeneration, solid waste collection) and their maintenance for the duration of the project. The project covers the costs of IT system design and equipment for digital innovative solution implementation (IT, power generator and stabilizer), software development, implementation and support. An Integrated Urban Design Interventions study will be produced and published.

This Action perfectly fits with ongoing activities and strategies defined by CMB and builds on the institutional achievements of the last few years. In particular, the last city administrations have been trying to develop the city following the vision of the Master Plan 2035. In addition to the realization of major infrastructures such as roads and primary drainage systems, with the support of international donors, CMB has been trying to strengthen its land administration system and its urban planning capacities with the support of the Dutch government. Indeed, over the last few years, the implementation of the Governance of Inclusive Green Growth in Cities project (DEALS) and Beira Land Administration System Project (BLAS) led to the creation of a digital cadastre and strengthened the urbanisation department with proper equipment and training of its staff. In parallel, PMM's and CAM's programme "Limpamos Moçambique: Programa para o fortalecimento da Gestão dos RSU nas Cidades da Beira e Nampula" which among others is financed by the Italian Agency for Development Cooperation and PAT, has been contributing to the implementation of Beira's waste management plan which was adopted in 2019. The activities envisaged with this project comes in continuity with these interventions. In order to avoid duplications of efforts, the project was defined together with CMB's senior and technical officials and aims to build on the recent progress and tackle existing constraints. Indeed, CMB has limited technical capacities and resources in conducting sustainable urban planning, which result in the lack of specific projects at neighbourhood level and a total lack of an integrated and participatory approach. The necessity of facilitating a dialogue between the various departments involved in sustainable urban planning was highlighted during the discussions with various stakeholders. Moreover, the development of human resources through management and technical training will make CMB more prepared to plan, implement and maintain major urban infrastructures that will be implemented in the coming years, which are supposed to make Beira more resilient to climate change impacts.

Provincia autonoma di Trento has been present in Mozambique since 2000 and over the years has implemented a large number of projects, concentrating its efforts mainly in the Caia/Sofala region, with progressive initiatives in other areas as well. Since 2000, PAT has invested in Sofala approx. 17,000,000.00 EUR in projects concerning the social, education, economic development, health, education and environment sectors. Projects that have been locally carried out by well structured implementing partners. In these interventions, PAT has always favored forms of territorial partnership in which a wide range of local institutions and authorities as well as non-state-actors play a leading role, with the direct coordination of the PAT Development Cooperation Office and, in some cases, through qualified entities such as CAM (Consorzio Associazioni con il Mozambico) and local CBOs and hospitals. In recent years PAT has been specializing in actions able to promote the growth of local communities aware and able to govern themselves, through the strengthening of competencies, through activities of institutional capacity building towards decentralization processes. Within the "*Local Authorities: Partnerships for sustainable cities*" programme, in 2020 PAT has activated a EU decentralized cooperation project in Libya, called "Research and Education Building Urban Institutions for Local Development (REBUILD)", based on a mechanism of continuous training provided by Libyan universities to Libyan municipalities and a community of practice. Furthermore, at the level of digitisation, the project has a potential synergy with the VIPMOZ project, funded by ENABEL the Belgian

cooperation, which foresees the introduction of ICT systems in waste management for the CMB and is currently being implemented. The participatory design of the Macuti pilot project will start and will be part of the broader design of the city of Beira ("*Diagnóstico da situação actual da cidade da Beira*", CMB and Mozambican Ministério da Terra e Ambiente - May 2020 and, under evaluation, the new *Plano de Estrutura Urbana* of Beira). The project adopts and adopts the principles contained in the document A rights-based approach, encompassing all human rights for eu development cooperation - EU.

At the MUDAR governance level, a **Steering Committee (SC)** will be created; the committee takes strategic decisions and guidelines regarding the project; it meets once a year, except for emergencies. SC members are representatives of the partners with decision-making power over the project. During implementation, SC works to increase sustainability of the training process and tackle particular issues from an institutional perspective: 1. the official recognition and validation of the curriculum; 2. the financial feasibility of its implementation; 3. the institutional framework for its long-term execution; 4. the linkages with career development of municipal staff. In terms of governance of the Action, the SC approves and monitors the Annual Working Plans proposed by the Technical Board. Duration: meetings last 1 day and can therefore be held online due to the geographical location of the partners (Italy - Mozambique). Participants 10 members: 8 members, representing all partners (2 members of PAT, 2 CMB, 1 CCI, 1 UNITN, 1 Universidade Zambeze, 1 IFAPA) + 2 EU Delegation members.

Technical Board (TB). TB is the technical body coordinating project implementation, in close collaboration with the Project Manager, and reporting to the SC. It meets every 4 months (with meetings online). In terms of project governance, the TB will present the Annual Working Plans to the SC for approval and will have a key role in M&E. The Technical Board is indeed key for the external evaluation of the Action: it defines TOR, facilitates implementation, collects the recommendations and proposes to the SC how to adapt the project to new circumstances (*see further*). Duration: on-line meetings last 1 day. Participants: 11 members, 2 members of PAT, 3 CMB, 2 CCI, 2 IFAPA, 1 Università degli Studi di Trento, and 1 Universidade Zambeze.

Focal member of the Technical Board will be the **Project Desk Officer (PDO)**, which is PAT staff and based in Trento as full time equivalent. PDO will facilitate the smooth implementation of the overall project and monitor the achievement of the outputs, reporting to the SC. Her/his tasks will include: the coordination among the co-applicants; communication and reporting to the main donor; coordination among project WPs; supervision of the compliance of partners and subcontractors with their obligations, the level of engagement of stakeholders and the impact of the proposed activities on the final target groups; supervision of all tendering, subcontracting and grant procedures; elaboration of periodical reports requested by the donor and all financial information and adjustments requested by the Steering Committee.

In Mozambique, the Project Desk Officer's main contact is the **Project Manager**, expat based in Beira, who acts as a link between the local realities, participates in the selection of local staff and coordinates their work on the spot, follows the practices of identifying suppliers, is responsible for contracting and accounting for local accounts. The PM works in close liaison with the PDO, of whom he/she is the operational arm on site. The PM is supported by a full time expatriate **Junior Project Officer** in the management and monitoring of activities. Two offices will be created: a project office for general management and an office within CMB.

The management team will be accompanied and supported by:

(i) Administration team: in Italy, the team is composed of an **Administrator (1)**, based in Trento PAT offices and dedicated to the Action for a 25% of a FTE. In Beira: a **Head of Administration (1)** full time expatriate with at least 5 years of experience in project administration, accounting and administrative management; responsible for monitoring the progress of project expenditure and preparing the necessary documentation for reporting and supported by a **Local Administrator (1)** manages the administrative and accounting aspects of local human resources. **Accountants (2)** with experience in accounting and reporting, at least 3 years' experience. Accountants will be dislocated in project (1) office and in CMB (1).

(ii) Communication and Visibility team: **Communication Manager (1)** and **Web Designer and Content Manager (1)** (both in Italy), CCI team members together dedicated to the action for 14/36 months in total, supported by a **Communication Officer (1)** (based in Beira). All experienced in communication and visibility of projects, they are responsible for the implementation of the Visibility & Communication Plan (website and social media contents, collecting material, interviews, photographs, developing contents, etc.). **(iii) Local Support team**: **Logistics Officer (1)** and **Driver (1)**, **Office Cleaner (1)** and **Office Security Guards (3)**.

As to fully realize the strong local presence required by the action and given the complexity in carrying out administrative and logistical procedures directly in Beira, also in order to maximize the full and precise achievement of the results by involving a large number of local experts and personnel, the Action envisages the possibility of making use of the external support of one or more implementers, with experience in international cooperation in Mozambique. This will involve the identification, through appropriate competitive procedures in accordance with the law, of an entity and/or organization to deal with what cannot be managed from Europe, with particular reference, but not limited, to: (i) transfer of funds to different local entities; (ii) support in recruiting and managing project staff *in loco*; (iii) booking and purchase of tickets for travel to/from Mozambique, booking and payment of hotels, purchase of visas, insurance, etc.; (iv) supporting the procedures

for the purchase of local equipment; assisting in the purchase of local equipment and payments to local contractors for civil works where and when necessary.

At the operational level, a team will be set up based in Beira, the project headquarters. The **(iv) Operational team** will be divided into 3 teams (one per WP): **Project Coordinator (1)**: transversal figure in charge of coordinating activities in the field and coordinating the 3 result teams - full time; supported by **Junior Field Officers (2)**: field technicians with experience in data collection and planning/green/waste management - full time. **Technical Assistance Expert (1)**: part-time 50% in Italy, technical assistance to CMB, expert in technical assistance in developing contexts, mainly focused on O.2 and O.3

Equipe WP1: Beira-based: Training Coordinator (1), member of IFAPA's team, a Mozambican training expert, with relevant experience in coordinating training activities for the public administration in Mozambique. In charge of coordinating all training activities in Beira and providing insight on the training content & methodology; **Facilitator Community of Practices (1)**: member of IFAPA's team, with relevant experience in knowledge management and TALD approach (or similar). In charge of coordinating all activities related to the Community of Practice in Mozambique. **Trainers**: experts of the IFAPA roster of trainers, specialized in fields of the training curriculum topics (i.e: social and economic development, project cycle management, finance and procurement in Mozambique). Trento-based: **Training Team coordinator & local development officer (1)**: a CCI team member dedicated to the action for 30/36 months, mid-level professional with experience and knowledge of issues related to sustainable local development, integrated planning and territorial approach to development, Portuguese proficiency - will be in charge of coordinating and managing the training and mentoring component the Community of Practice components of the project. S/he supports the Project Desk Officer (PDO), coordinates with the partners and stakeholders and reports directly to PDO, Technical Board and Steering Committee; **E-learning officer (1)**: a CCI team member dedicated to the action for 14/36 months, international professional with oversees the design, implementation and subsequent management of e-learning activities involving IFAPA and CMB (platform management, courses contents, on-line examinations, management of on-line forum). **Capacity Building officer (1)**: a CCI team member dedicated to the action for 19/36 months international professional, with a senior- experience in training design, training needs assessments, training evaluation, balance of competences, capability to manage capacity building programmes and mentoring. Responsible for the coordination and supervision of the capacity building activities included in the project, linkages among capacity building components of the WPs.

Equipe WP2: Integrated Urban Design Coordinator (1): member UNITN, is responsible for the implementation and coordination of the Macuti Project, has experience in urban planning in developing contexts, trained as an engineer/architect - full time ITA; **Pilot Project Coordinator (1)**: is the coordinator of the activities to be carried out under WP2 regarding the design and implementation of the Macuti project, has experience in the field, trained in urban planning/engineering - full time; **Construction Engineer (1)**: supports the preliminary, executive design and implementation phase of interventions, with experience in the field of design and implementation of interventions (preferably in the water and green sectors) - full time; **Urban Design technicians (2)**: CMB members actively participate in the design and implementation of the intervention in Macuti, technical figures are part of the urban management and planning departments - part time 50% local; **Comparative Study Local Team Leader (1)**: member Universidade Zambeze, is in charge of coordinating the research team and is responsible for writing the comparative study on Macuti - full time local; **Comparative Study Researchers (2)**: members Universidade Zambeze, support the Team leader in collecting data in the field and writing the study - full time LOCAL.

Equipe WP3: Digitization and IT Coordinator (1) is a member of Universidade Zambeze, coordinates activities on digitisation, and has IT training. is in charge of training and data collection and monitoring in the field - part time LOCAL; **PPP Local Coordinator (1)** with experience in the economic field and knowledge of Beira, organises meetings and carries out field analyses - full time.

Provincia autonoma di Trento, **PAT**, as **Lead Applicant**, will maintain overall responsibility over the action, core management and successful implementation of activities and will be responsible vis-à-vis the Donor for the success of the Action. PAT intends to implement the MUDAR project through the **International Cooperation Centre/Centro per la Cooperazione Internazionale (CCI) - Affiliated Entity**. CCI was co-founded by PAT and two local municipalities (Trento and Rovereto) in 2008, the University of Trento is part of the CCI board. The CCI is specialized in strengthening the capacities of LAs and CSOs through multidisciplinary decentralized programmes, training activities and capacity building.

Conselho Municipal da Beira - CMB - Co-Applicant. The Municipality of Beira is the main target and addressee of the Action, as it is the Lead Applicant's reference Local Authority for all activities.

Università degli Studi di Trento - Co-Applicant. For some technical components of the training, the participation of some departments and professors of the Università degli Studi di Trento is foreseen, especially regarding the implementation of the second and third pillars in the Macuti area.

Instituto de Formação em Administração Pública e Autárquica (IFAPA) - Co-Applicant. IFAPA is the public body operating under the supervision of the Ministério da Administração Estatal e Função Pública and the Ministério da Economia e Finanças, responsible for training and capacity building of civil servants and local governments. IFAPA is therefore the key actor in actions to improve the capacities of CBM representatives. In MUDAR, specific training of trainers is provided by PAT/CCI on the project topics to IFAPA trainers, who will

be equipped with better practical training tools.

Universidade Zambeze - Co-Applicant. Professors and assistants from Universidade Zambeze will be part of the teams in charge of the Macuti pilot project and, also through exchanges of good practices with the Università degli Studi di Trento, will improve the working methodology, establishing a lasting exchange relationship with the Italian University.

Internal monitoring is carried out by the Technical Board of the Consortium which is responsible for the definition of the detailed monitoring plan at the beginning of the project. The detailed Result-Oriented Monitoring Plan (monitoring Plan) is then submitted and discussed with the Steering Committee, which is responsible for its final approval (in coordination with the Donor's programme manager, as need be). PAT, as Lead Applicant, will lead the regular monitoring of the overall performance of the project and check the quality of the reports submitted to the Contracting Authority. The person responsible for the implementation of the monitoring plan is the PDO, who will coordinate the partners. The PM (based in Mozambique, Beira) refers to the PDO for the activities in Mozambique and will be supported by the administrative and operational teams in this task (including consolidation reports and data sets). Each co-applicant and technical partner will collect data on implemented activities, enriched with feedback from participants/beneficiaries and they will submit these reports to the PM. Internal monitoring is carried out according to the indicators proposed in the logical framework at the level of the specific objective, results and outputs, and to the sources and means of verification indicated. The purpose of internal monitoring is to:

- Observe the control of the correct use of human, technical and financial resources;
- Verify the correct implementation of activities in relation to the planned outputs and the implementation schedule, as well as the direct results, through the analysis of quantitative/qualitative information;
- Define recommendations based on factual data to undertake possible corrective measures of the project, which will be the subject of amendments discussed with the contracting authority;
- Engage in an ongoing verification and learning process that will strengthen the analytical capacity of the CMB staff who will be involved in data collection and analysis. In particular, this will be relevant in the development, subministration, and analysis of the Governance tools' checklist (see outcome 1). The checklist will serve as bases for a quantitative and qualitative analysis of the dimensions of governance capacities at urban (municipal) level. It will be developed by the TB and it will be based on the current international practices for governance analysis (UNDP indicators, etc).
- Develop and share best practices regarding urban development, applicable in other municipalities and similar contexts (see Dissemination Plan).

The internal monitoring process will result in the production of the following reports: (i) quarterly technical reports (on output level indicators), including an update on expenditures made and planned; (ii) *ad-hoc* technical documents, such as reports from the comparative study and the community of practice; (iii) activity reports (including indicators at outcome level) and financial reports (annually).

Three internal monitoring missions by PAT headquarters will take place. In addition to internal monitoring the project includes an external mid-term and final evaluation.

Mid-term and Final external evaluation. Two external evaluations are planned to ensure that the Action is running smoothly, to make any necessary readjustments during the implementation of the Action and to move, at the end of the Action, toward the follow-up phase. External evaluations will be linked with internal M&E Plan as described above, in order to get information from it and feed it from an external point of view. The first evaluation will be carried out at mid-term, when most of the activities will have begun, to allow for reorientation of activities if needed. The second evaluation will be carried out at the end of the Action in order to capitalise knowledge and experience, evaluate its final performance as per Logframe indicators, as well as its foreseen impact on the integrated urban development and empowerment of local governance capacities of Conselho Municipal da Beira - CMB (Mozambique), and its contribution to improving the living conditions of Beira population. This will allow CMB and PAT to identify perspectives for future collaboration.

The final evaluation will analyse project indicators, results through the use of primary and secondary sources (i.e., project data sets, interviews with beneficiaries and stakeholders, etc.). PAT will identify, through a proper selection, the external evaluator, who will be chosen among the proposals received by an internal committee composed of the project partners. The consultant's offer shall include: CV of the applicant, a Technical Offer (Methodology), and a Financial Offer. It will be available for the evaluation of the *Integrated Urban Design Interventions Study* carried out within the project. The mid-evaluation will produce recommendations to improve the quality of the implementation methodology and will be based on the criteria of relevance, efficiency, effectiveness and sustainability. In order to achieve this objective, Results Oriented Monitoring (ROM) evaluation criteria will be used, with the necessary adjustments taking into account the specificities of the project and the expected timeframe. It will provide useful indications to redefine or improve the working methodology, suggest modifications and weak points for future follow-up actions. The final evaluation will verify the objective achieved in terms of qualitative and quantitative data, analyse the sustainability and elements of the impact of the Action, the relations between the parties and with the final beneficiaries at the end of the 36 months.

MUDAR Communication and Visibility Plan (C&V) will be defined by the Communication Team as per the EU Visibility Guidelines for External Actions, in coordination with the EU Delegation Press and Communication Officer in Mozambique, by the first semester of the project during the 1st meeting of the Steering Committee,

according to the budget presented in Annex B. Its implementation will run until the end of the Action. The C&V Plan is aimed at **external audiences** (both general and the technical/specialized public) and at the **internal audience** (Members of the consortium, EU Delegation representatives). It will be accompanied by a detailed Dissemination Plan (see farther). The C&V Plan will be implemented in presence (in Mozambique and in the EU/Italy), as well as on-line. Its **objectives** are three-fold: 1) to inform about the project and the use of funds (accountability), 2) raise **awareness** and empathy, and **promote** the outcomes of the project, and 3) to **expand** the partnership's network through constant communication with national and international stakeholders.

The key messages will be adapted according to the audience and to the objective that the message/medium intends to pursue. For instance, key messages to be delivered will be: 1) EU/Consortium/Partners' commitment and prominent role in promoting a sustainable future in Mozambique through integrated urban planning against the effects of climate change, 2) International territorial partnerships are important to unite the efforts towards a more sustainable future, in line with the SDGs, 3) The effects of climate change need a global response, which can start from urban planning. The target audiences of the C&V Plan include: general public (local population and communities in the cities of Beira and Trento, as well as regional and national population), project stakeholders of the project (international and national political representatives/authorities and donors, INGOs, CBOs, informal authorities), journalists and media officers in Italy and in Mozambique.

The foreseen outputs of the C&V Plan are: (i) 1 website and updated landing page of the project, (ii) 2 events in Mozambique (kick-off meeting and closing event) with about 50 participants each; (iii) 2 events in the EU (Italy or others countries); (iv) 4 multimedia products and tools developed through the Action, including: an audio novel podcast based on MUDAR Action; a multimedia exhibition (to be held in the EU and in Beira); a promotional video, other visibility materials (stickers, etc.), reaching about 10,000 listeners / viewers / attendants / receivers, (v) At least 3 social-media publications per month (post, tweet, etc) and news articles per year, to be promoted through social-media of the consortium and sponsored content and to be shared through the partners websites and social media (current cumulative coverage: approx. 120,000 followers).

A dedicated logo will be created and plaques will be made for the project offices. The logo will also be used for stickers (project vehicles and equipment) and T-shirts for the project staff on site.

Quantitative indicators (number of website visits, number of new followers on social media such as Facebook, Instagram, Twitter, YouTube, number of journalists and participants to events, number of subscribers to the newsletters) will be included in the C&V Plan and accounted for in interim and final reports. The mention of the project being funded by the European Union programme will be included in all Press releases, conferences & meetings, printed promotional material, in the project website and partner websites, audiovisual productions, public events, and other materials as relevant.

2.1.3 Indicative action plan for implementing the action

Activity	Month	Year 1												Implementing Body
		Semester 1						Semester 2						
		1	2	3	4	5	6	7	8	9	10	11	12	
<i>Meetings of the Steering committee</i>														All Consortium members
<i>Working groups and meetings of the Technical Board</i>														All Consortium members
<i>A.1.1.1 Participatory design, customisation and validation of the training curriculum</i>														CCI and IFAPA with CMB
<i>A.1.1.2 Signature of MoU between the CCI (team coordinator & local development and capacity building expert), IFAPA (capacity building coordinator) and CMB</i>														CCI and IFAPA with CMB
<i>Preparation of Activity A.1.1.3</i>														CCI
<i>A.1.1.3 Training of trainers (ToT) - E-learning</i>														CCI and IFAPA
<i>A.1.1.4 Training delivered from IFAPA to the Municipality of Beira</i>														IFAPA and CMB
<i>A.1.1.5 Mentoring IFAPA during training implementation</i>														CCI and IFAPA
<i>A.1.2.1 Peer-to-peer exchange among Mozambique LAs in relation to specific topics</i>														CCI, IFAPA and CMB
<i>A.1.2.2 Organisation of a summer school on local governance and development strategies targeted at CMB Department's staff and representatives</i>														PAT with CCI, IFAPA and CMB
<i>A.1.2.3 Promotion of an exchange programme among Mozambique and Italian LAs for the sharing of knowledge and practices.</i>														PAT with CCI, IFAPA and CMB
<i>A.1.2.4 Facilitating the Community of Practices.</i>														IFAPA with CCI
<i>A.1.2.5 Mentoring IFAPA during the steps of the "community of practices" development process</i>														CCI and IFAPA
<i>A.2.1.1 Initial policy and field assessment with focus on Safety, Urban Regeneration, and Solid Waste Management</i>														PAT, with CMB and UNITN
<i>A.2.1.2 Drafting of a preliminary project and definition of the interventions for the neighbourhood of Macuti</i>														UNITN, with CMB and PAT
<i>A.2.1.3 Collection of information and feedbacks from the community</i>														UNITN, with CMB and PAT
<i>A.2.1.4 Presentation of the drafts to the Conselho Municipal da Beira</i>														PAT, with UNITN, CMB, and CCI
<i>A.2.2.1 Realization of awareness-raising campaigns and workshops for the community on good sustainable practices, and the conscious use of public services</i>														PAT, with CMB and UNITN
<i>A.2.2.2 Executive integrated design of Resilience, Urban Regeneration, Green Infrastructures and Recycling Solid Waste Collection interventions in Macuti</i>														PAT, with UNITN, CMB, and CCI
<i>A.2.2.3 Implementation of Resilience, Urban Regeneration, Green Infrastructures and Recycling Solid Waste Collection interventions in Macuti</i>														CMB, with PAT, UNITN, and CCI
<i>A.2.2.4 Opening ceremony in Macuti with local authorities and the community</i>														PAT, with CMB and UNITN
<i>A.2.3.1 Definition of the objectives to reach, terms of references and multidisciplinary working group</i>														Universidade Zambeze, with UNITN, and PAT
<i>A.2.3.2 Field research and data collection</i>														Universidade Zambeze, with UNITN

A.2.3.3	<i>Writing and publication of the comparative study by Universidade Zambeze and Università degli studi di Trento</i>																			Universidade Zambeze , with UNITN
A.3.1.1	<i>Need Assessment of CMB and population on digitization</i>																			PAT with Universidade Zambeze, and CMB
A.3.1.2	<i>Development of innovative digital solution for CMB for the management and delivery of services to citizens according to the findings of the assessment</i>																			PAT with Universidade Zambeze, and CMB
A.3.1.3	<i>Specific technical training sessions for CMB staff on the use and maintenance of the new digital solution</i>																			Universidade Zambeze with PAT and CMB
A.3.1.4	<i>Implementation and support of the digital solution in Macuti</i>																			Universidade Zambeze with PAT
A.3.2.1	<i>Organization of events and meetings between CMB and local MSMEs to create public-private partnerships</i>																			PAT with Universidade Zambeze, and CMB
A.3.2.2	<i>Signature of agreements for innovative services offered by the MSMEs within the project in favour of CMB</i>																			PAT and CMB
A3.2.3	<i>Accompanying the Municipality in its search for funds to maintain the activities of the pilot project and the new public/private partnerships</i>																			PAT with Universidade Zambeze , and CMB

Activity	Sem. 3	Sem. 4	Sem. 5	Sem. 6	Implementing Body
<i>Meetings of the Steering committee</i>					All Consortium members
<i>Working groups and meetings of the Technical Board</i>					All Consortium members
A.1.1.1 <i>Participatory design, customisation and validation of the training curriculum</i>					CCI and IFAPA with CMB
A.1.1.2 <i>Signature of MoU between the CCI (team coordinator & local development and capacity building expert), IFAPA (capacity building coordinator) and CMB</i>					CCI and IFAPA with CMB
<i>Preparation of Activity A.1.1.3</i>					CCI
A.1.1.3 <i>Training of trainers (ToT) - E-learning</i>					CCI and IFAPA
A.1.1.4 <i>Training delivered from IFAPA to the Municipality of Beira</i>					IFAPA and CMB
A.1.1.5 <i>Mentoring IFAPA during training implementation</i>					CCI and IFAPA
A.1.2.1 <i>Peer-to-peer exchange among Mozambique LAs in relation to specific topics</i>					CCI, IFAPA and CMB
A.1.2.2 <i>Organisation of a summer school on local governance and development strategies targeted at CMB Department's staff and representatives</i>					CCI, PAT and IFAPA and CMB
A.1.2.3 <i>Promotion of an exchange programme among Mozambique and Italian LAs for the sharing of knowledge and practices.</i>					PAT with CCI, IFAPA and CMB
A.1.2.4 <i>Facilitating the Community of Practices.</i>					IFAPA with CCI
A.1.2.5 <i>Mentoring the "community of practices" development process.</i>					CCI and IFAPA

A.2.1.1	<i>Initial policy and field assessment with focus on Safety, Urban Regeneration, and Solid Waste Management</i>					PAT , with CMB and UNITN
A.2.1.2	<i>Drafting of a preliminary project and definition of the interventions for the neighbourhood of Macuti</i>					UNITN , with CMB and PAT
A.2.1.3	<i>Collection of information and feedbacks from the community</i>					UNITN, with CMB and PAT
A.2.1.4	<i>Presentation of the drafts to the Conselho Municipal da Beira</i>					PAT, with UNITN , CMB , and CCI
A.2.2.1	<i>Realization of awareness-raising campaigns and workshops for the community on good sustainable practices, and the conscious use of public services</i>					PAT, with CMB and UNITN
A.2.2.2	<i>Executive integrated design of Resilience, Urban Regeneration, Green Infrastructures and Recycling Solid Waste Collection interventions in Macuti</i>					PAT, with UNITN , CMB , and CCI
A.2.2.3	<i>Implementation of Resilience, Urban Regeneration, Green Infrastructures and Recycling Solid Waste Collection interventions in Macuti</i>					CMB, with PAT , UNITN , and CCI
A.2.2.4	<i>Opening ceremony in Macuti with local authorities and the community</i>					PA , with CMB and UNITN
A.2.3.1	<i>Definition of the objectives to reach, terms of references and multidisciplinary working group</i>					Universidade Zambeze, with UNITN, and PAT
A.2.3.2	<i>Field research and data collection</i>					Universidade Zambeze, with UNITN
A.2.3.3	<i>Writing and publication of the comparative study by Universidade Zambeze and Università degli studi di Trento</i>					Universidade Zambeze, with UNITN
A.3.1.1	<i>Need Assessment of CMB and population on digitization</i>					PAT with Universidade Zambeze, and CMB
A.3.1.2	<i>Development of innovative digital solution for CMB for the management and delivery of services to citizens according to the findings of the assessment</i>					PAT with Universidade Zambeze, and CMB
A.3.1.3	<i>Specific technical training sessions for CMB staff on the use and maintenance of the new digital solution</i>					Universidade Zambeze with PAT and CMB
A.3.1.4	<i>Implementation and support of the digital solution in Macuti</i>					Universidade Zambeze with PAT
A.3.2.1	<i>Organization of events and meetings between CMB and local SMEs to create public-private partnerships</i>					PAT with Universidade Zambeze , and CMB
A.3.2.2	<i>Signature of agreements for innovative services offered by the SMEs within the project in favour of CMB</i>					PAT and CMB
A.3.2.3	<i>Accompanying the Municipality in its search for funds to maintain the activities of the pilot project and the new public/private partnerships</i>					PAT with Universidade Zambeze , and CMB

2.1.4 Sustainability of the action

The Action promotes an integrated urban development and the empowerment of local governance, through the strengthening of the partnership between the Conselho Municipal da Beira and the Provincia autonoma di Trento. With this purpose, the Action aims not only at improving CMB multi-level human resources' capacities to perform good governance and the quality of services to deliver to citizens.

The acquisition of new theoretical skills with a capacity building training programme, and the possibility through the pilot project to experiment in practice and collaborate with a multidisciplinary team of experts will provide practical insights to work in an integrated and multilevel way in the creation of urban strategies. The Administration is therefore hardly able to plan and control alone the rapid expansion of Beira, particularly that of the informal neighborhoods, such as the vast area of Macuti (VNG institutional assessment and in the 2020 report of MAEFP). This situation is exacerbated by the fact that there is limited coordination among the various departments (*Vereações*) within CMB to plan and tackle common problems, such as a bad waste management, especially cleaning drainage and sanitation canals, and the lack of a proper urban planning, to avoid local flooding and the deterioration of infrastructures and working equipment.

Risks, Contingency & Mitigation measures (C&M).

Operational and physical risks include: general implementation risks (road accidents, petty crime, etc.), as well as financial risks (e.g., fraud, etc.). Moreover, a lengthy process to obtain visas to/from Mozambique (i.e., for European and Mozambican participants) could hinder smooth implementation of the exchange programme or activities in general. Likelihood (on a scale of (1 to 3; 1 being the lowest): 2. Potential impact on activities: 2. **C&M:** Implementation of clear security measures (such as hiring trained drivers and guards, guidelines on vehicle use, etc.), Safety training of project staff. During the inception phase: training of project partners on financial rules and guidelines, according to clear accounting systems and governance processes. Dedicated staff will be responsible for financial management, with a clear division of roles. Logistics and administrative visa procedure will be dealt with by dedicated staff, who will start to make visa arrangements timely during the project. Impact on project activities after mitigation: 1.

Environmental risks, which include severe weather shocks (cyclones, etc.) which could have variable levels of impact on the Beira area and physically hinder activities implementation. Likelihood: 3. Potential impact on activities: 3. **C&M:** Close monitoring of climate shocks forecasts in order to readapt activity schedule if needed; coordination with other NGOs by participating in relevant meetings through project staff, in order to be informed of relevant measures to undertake. In case of a natural disaster, project staff will consult with CMB to reframe the activities in line with urgent needs (e.g., the network established through the community of practice could support in finding funds for reconstruction). Potentially, the budget contingency reserve could be activated (as per Donor's guidelines). Impact on project activities after mitigation: 2.

Political risks: elections could be accompanied by political turmoil. During the elections, activities could slow down due to campaigning. A change in Beira Municipality Council's leadership after October 2023 elections could lead to a change in local authorities' commitment to the project. Likelihood: 1. Potential impact on activities: 2. **C&M:** Alignment of the project staff and partners to a non-partisan/neutral stance towards project activities. Signature of partnership agreements that bind the partners/institutions towards project implementation regardless of their political party. Ongoing dialogue with elected representatives and other political stakeholders, advocacy action on new elected leadership on the importance of the project in order to rebuild trust, if need be. The physiological slow-down of activities involving CMB members during the electoral campaign has been taken into account in the activities timeline. Impact on project activities after mitigation: 1.

Socio-economic risks: Epidemic outbreaks (including surges in COVID-19 cases and the consequent mitigation measures) could strain the capacities of Beira Municipal Council to implement the activities by diverting the political attention to more urgent issues and by limiting movements and gatherings. Infection Prevention and Control measures (lockdown, curfew, limitation of gatherings, etc.) could limit the capacity of the population to provide for themselves, thus worsening the socio-economic conditions of households (and especially of women). This could lead to an increase in petty crime, as well as limit the population's capacities to take part in activities (such as participatory meetings) due to lack of time, perceived danger, and opportunity costs. Economic shocks hinder the capacity of Mozambican Local Authorities to participate in the activities, as the political focus is shifted to other more urgent issues. Likelihood: 3. Potential impact on activities: 3. **C&M:** Monitoring of epidemiological bulletins by project staff (who will be part of the relevant coordination networks in Beira and share information among NGOs and International Organisations) in order to be timely informed of relevant measures to undertake. In case of epidemic outbreaks, project staff will consult with the CMB and adapt the activities to the new context to protect staff from contagion (e.g., re-arrangement of training location, remote training). Sensitisation of project staff prior to departure about the epidemic situation of the area and about security measures. In case the socio-economic situation worsens, the project activities will still remain relevant and project staff will put an extra effort in supporting the capacity building of the CMB and other target groups (by re-adapting the detailed content of the training to new needs and challenges) in order to continue guaranteeing relevant support. In case there is a shift in political attention, advocacy actions (e.g. meetings, calls, etc.) will be undertaken by project staff in order to win the support of key decision makers among Local Authorities. Impact on project activities after mitigation: 1.

Other risks (related to socio-economic and political factors): High turnover of CMB and other stakeholders' staff involved in the training limit the effectiveness of the training programme or slow the activity down. Likelihood: 1. Potential impact: 2. **C&M:** A certain level of turnover (approx. 30%) is assumed as physiological when planning the training activities. The number of trainees takes this assumption into account, so that competences and skills shall remain within the CMB team for a long time. Should the turnover be higher, partners will increase their efforts to train new staff or shall strengthen mentoring activities (by increasing the monthly level of effort by trainers). Impact on project activities after mitigation: 1. The project is designed to ensure the sustainability of the actions in its four forms, even beyond the implementation period.

Financial sustainability: to provide continuity to the interventions presented in the pilot Project of Macuti, the project foresees the stipulation of public-private partnerships between the CMB and local micro, small and medium enterprises in the area. In this way, the municipality would create employment and manage to maintain services that are fundamental for the improvement of Macuti and the city of Beira, such as maintenance of green areas, SWM and cleaning of drainage channels. Furthermore, the project assumes that there is financial support from the CMB for the maintenance of the integrated services offered within the pilot project and the constant renewal of the PPPs with local MSMEs. To guarantee this, the project foresees a strengthening of the financial management capacities of the cadres within the municipality, through specific modules delivered by IFAPA (O.1) and support in the management of already available funds, as well as the accompaniment during the project aimed at acquiring external funds at a national and international level, thanks to the exchange of good practices that will take place with the Autonomous Province of Trento (O.3). Finally, the constant interaction with the international donor community and the dissemination of the comparative study to international and national stakeholders allows the collection of expressions of interest for possible future collaborations.

Institutional sustainability: the capacity building process within the Action allows IFAPA trainers and CMB technicians and managers to develop technical and methodological skills on a multidisciplinary level (e.g. PCM, financial literacy, digitization). The empowerment of urban governance occurs through the institutional strengthening of the local authority which will have at its disposal a series of Community of Practices from which to take inspiration and export as a model to other municipalities. Exchanges of good practices, and in particular the summer school in Italy, play an essential role in consolidating CMB's relations both at local level, with other municipalities, and at national and international level. The exchange activities foreseen by the project will strengthen the long-standing link between the Autonomous Province of Trento and the CMB, sharing good models of territorial management at programmatic, financial and institutional level. The cooperation between the two cities (Beira and Trento) will improve thanks to the collaboration established between the two Universities during the Action. The shared work and study table among the parties will improve the quality of teaching and research for both.

Moreover, the strengthening of the IFAPA-Beira institute will give quality and continuity to the capacity building process of local public administrations and municipalities; thanks to the methodologies, materials and training experiences acquired during the project, they will be able to autonomously dispense training and refresher courses to CMB and other municipalities. Finally, the presence of local partners (IFAPA, CMB and Universidade Zambeze) allows one to have an excellent knowledge of the territory, the environmental and social issues and constraints to face, so as to avoid or mitigate the risks of failure of the Action. In addition, the involvement of local partners is going to ease the transfer of the ownership of the project objectives to the community and stakeholder, since they will all be heard through consultations and inquiries for the integrated and participatory design process and will play a key role in the successful implementation of the interventions and of the digital solution in the Macuti neighbourhood.

The pilot project is an opportunity to advance an integrated and shared urban design model in Macuti that will serve as a good practice for other municipalities or can be replicated in other portions of the urban area of Beira. On a larger scale, the project improves the living conditions of 500 households, and more in general to the population of the Macuti neighborhood (25.000), who will be able to participate actively in the decision-making process, directing the measures to be implemented, and will be able to benefit from the services offered within the framework of the pilot project.

Policy level sustainability: The Action intends to promote the national legislation on territorial and urban planning (*Lei no. 19/2007*). The pilot project is indeed framed within the urban planning law and will take up all the specifications contained in the *Diagnóstico da situação actual da cidade da Beira* and in the Masterplan 2035, to be replicable in other portions of neighbourhoods or municipalities and to be integrated in the territorial planning instruments being approved by the Municipality (PEU). The Action promotes the principles of Do no Harm, do the maximum good at the basis of the Rights Based Approach promoted by the EU and within this framework takes into account the participatory design approach to give voice to the community and the local partners, to find solutions appropriate to the needs identified and to achieve the objectives of the local administration, including the reduction of marginalisation between the formal and informal neighbourhood of Macuti.

Environmental sustainability: the Action is in line with SDGs 11 and 13 and therefore encapsulates the concept of a resilient and sustainable city. The interventions foreseen in Macuti aim at increasing well-being, sociality and above all at having a positive environmental impact on the neighbourhood. The project includes

urban regeneration, construction of drainage channels and green infrastructure that are Nature-Based Solutions (NBS), i.e. low-cost, efficient, adaptive and easy to regenerate.

The interventions aim to increase the resilience and the healthiness of the places both from a practical point of view, by cleaning streets and canals from solid urban waste, and from an educational point of view, by raising people's awareness of environmental issues and good practices to be adopted to reduce the impact of their habits on the environment. Finally, the digital transition process, if on the one hand it can be seen as a disadvantage from the point of view of the production of digital electronic waste, which is difficult to dispose of, on the other hand, operating in an African context with high development potential, we can talk about African leapfrogging: that is, importing new technologies and digital solutions that are as sustainable as possible, avoiding all those processes of research to the detriment of the environment that have characterised the development stages of industrialised countries.

Dissemination plan.

The dissemination strategy will be consistent with the Communication & Visibility Plan (*see above*) and will target internal and external actors, to communicate about project activities, in order to capitalise on project outcomes.

Internally, regular reporting (among TB and SC members, among partners, and from the Lead Applicant to the Donor), will ensure that information is shared on a day-to-day/weekly/monthly/quarterly basis as need be.

In Mozambique, the dissemination of results will be done notably by:

- Sharing the Integrated Urban Design Interventions study among the relevant stakeholders (Universities and Municipalities both national and international)
- Sharing of the material and documentation resulting from Community of practices activities on an e-platform (which will remain available to IFAPA trainers after the end of the project) and during peer-to-peer exchanges;
- Reaching a wide and varied audience through the tools of the C&V Plan and dissemination services

The dissemination plan will allow to export the methodology and good practices acquired during the project to other Mozambican municipalities, elevating the CMB to a good example of good governance, as well as to lay the foundations for future partnerships in favour of sustainability and scaling up of the project.

2.3 Experience

(i) Experience in similar actions in the past 3 years (1)

Name of the organisation: Provincia autonoma di Trento/Autonomous Province of Trento (Ufficio Cooperazione allo Sviluppo/Development Cooperation Office) Lead applicant X Co-applicant Affiliated entity					
Project title: Research and Education Building Urban Institutions for Local Development (REBUILD)			Sector (ref. list of sectors in Sectorial experience in PADOR): 11110 - 11130 - 11420 - 14050 - 15110 - 15140 - 15150 - 31320		
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name)	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Libya	€ 4,470,442.82	Coordinator	Local Authorities: Partnerships for sustainable cities 2020 DEVCO - NEAR-TS/2020/422-410	€ 4,246,919.82	01/04/2021 - 31/03/2025
Objectives and results of the action		<p>The project is financed by the EU through the "Call for Proposals 2020 Local Authorities: Partnerships for Sustainable Cities". The partners are ten Libyan municipalities of Azzawiya, Benghazi, Beni Walid, Gharyan, Sabha, Sirte, Tobruk, Tripoli Centre, Zintan, and Zliten), two European LA (the Autonomous Province of Trento - coordinator - and the Autonomous Region Friuli Venezia Giulia) and the affiliated body of the Provincia autonoma di Trento, the International Cooperation Centre (Centro di Cooperazione Internazionale - CCI). This decentralised cooperation project aims at strengthening local public services in Libya through a permanent training mechanism delivered by Libyan universities to Libyan municipalities. It builds on the work started in 2017 within the framework of the Nicosia Initiative and, in particular, on the experience of its continuous learning component. The REBUILD activities are structured around three main pillars: 1) Capacity building to Libyan municipalities on the basis of a curriculum based on a Territorial Approach to Local Development (TALD); 2) Establish and facilitate a community of practices, whereby municipalities can exchange and share good practices with each other and with other national and international actors. 3) Implementation of two pilot projects (in the field of fishery and waste management) to test the theoretical and practical skills acquired in the capacity building activities.</p>			

(i) Experience in similar actions in the past 3 years (2)

Name of the organisation: Provincia autonoma di Trento/Autonomous Province of Trento (Agenzia provinciale per la Depurazione)					
Lead applicant <input checked="" type="checkbox"/> Co-applicant <input type="checkbox"/> Affiliated entity <input type="checkbox"/>					
Project title: RES-URBIS RESources from URBan Bio-waSte Risorse derivate dai rifiuti organici biodegradabili urbani			Sector (ref. list of sectors in Sectorial experience in PADOR): 14050 - 23030 - 23070		
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name)	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Autonomous Province of Trento, Italy, Denmark, Portugal, Spain, Croatia, Switzerland, United Kingdom, France, Italy	€ 3,327,947.50	Co-beneficiary	EU - Horizon 2020 CIRC-05-2016	€ 2,996,688.75	01/01/2017-31/12/2019
Objectives and results of the action		<p>The project aimed to make possible the recycling of different types of municipal waste into valuable bio-based products, in a single integrated biorefinery of organic waste and using a single technological chain. This objective has been pursued through:</p> <ul style="list-style-type: none">● collection and analysis of data on urban bio-waste production systems and current management systems in four selected territorial clusters in different countries and with different characteristics;● experimental activity aimed at solving a number of open technical issues (both processing and product related) using the appropriate combination of innovative and catalogue technologies;● market analysis within different economic scenarios and business models for the full exploitation of bio-based products. <p>In practice, the various organic wastes of urban origin, such as municipal waste and municipal wastewater treatment sludge, are converted into bioplastics with applications in packaging (biodegradable films and composites), production of durable consumer goods such as frames for computers, tablets and phones, or interior design elements such as lamps and chairs. The residual flow from the process for the production of bio-plastics is used in the production of biogas (methane) and compost, for a second level of valorization.</p>			

(i) Experience in similar actions in the past 3 years (3)

Name of the organisation: Provincia autonoma di Trento/Autonomous Province of Trento (Agenzia provinciale per le Risorse Idriche e l'Energia)					
Lead applicant X Co-applicant Affiliated entity					
Project title: FINERPOL Financial Instrument for Energy Renovation Policies				Sector (ref. list of sectors in Sectorial experience in PADOR): 23010 - 24010	
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name)	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Extremadura (ES), Plymouth (UK), Western Macedonia (GR), Prague (CZ), Baden Württemberg (D), Área Metropolitana do Porto (PT), Autonomous Province of Trento	€ 1,937,891.00	Co-beneficiary	EU - Interreg Europe programme 2014-2020 - 1st call	€ 1,647,207.35	01/04/2016 - 31/03/2020
Objectives and results of the action		<p>The project aims to increase the rate of renovation of buildings to increase their energy efficiency, improving access to investment financing.</p> <p>The overall objective is therefore to promote new policies, or improve existing ones, aimed at the creation of financing instruments, in particular financial instruments (FIs), supported by ERDF funds and integrated with EC financing initiatives, such as EFSI (Juncker Plan 06/2015), EIB European Investment Bank instruments (ELENA, Margarite Funds) or even by public-private partnerships.</p>			

(i) Experience in similar actions in the past 3 years (4)

Name of the organisation: Provincia autonoma di Trento/Autonomous Province of Trento (Agenzia provinciale per la protezione dell'Ambiente)					
Lead applicant X		Co-applicant		Affiliated entity	
Project title: BRENNER-LEC Brenner Lower Emissions Corridor			Sector (ref. list of sectors in Sectorial experience in PADOR): 21010 - 21020 - 41010 - 41020		
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name)	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Autonomous province of Trento, Autonomous province of Bolzano	€ 4,018,006.00	Co-beneficiary	EU - LIFE15 -ENV-IT-000281	€ 1,922,772.00	01/09/2016-30/09/2021
Objectives and results of the action		The long-term objective of BrennerLEC is the creation of a holistic concept of “Low Emission Corridor” (LEC) for the A22 highway. The project aims to implement and validate a set of different dynamic policies that have the goal to provide a clear environmental benefit in terms of air quality, climate protection and noise abatement. The pilot demonstration was carried out on an extensive pilot test area of the A22 highway called BLEC-ENV, to be managed with the principle of the urban Low Emissions Zones (LEZ), but reconsidered for this different scenario. The extensive monitoring of the measures is going to provide a significant contribution for the consolidation of the knowledge base (with particular attention to certain novel environmental indicators such as black carbon) and the development of environmental policy and legislation in highway environments.			

(i) Experience in similar actions in the past 3 years (5)

Name of the organisation: Provincia autonoma di Trento/Autonomous Province of Trento (Agenzia provinciale per le Risorse Idriche e l'Energia)					
Lead applicant X Co-applicant Affiliated entity					
Project title: EeMMiP (Energy efficient Mortgage Market Implementation Plan)				Sector (ref. list of sectors in Sectorial experience in PADOR): 23010 - 24010	
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name)	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Belgium, Germany, Italy, Denmark, United Kingdom	€ 1,745,115.00	Co-beneficiary	EU - Horizon 2020 LC-SC3-EE-10-2018-2019-2020	€ 1,500,000.00	01/09/2020 - 01/09/2022
Objectives and results of the action		The Energy Efficient Mortgage Market Implementation Plan (EeMMIP) will build on efforts to develop EEM (Energy Efficiency Mortgage) by delivering an integrated market and a blueprint for established and emerging markets around the globe. The Project will conduct an analysis of the current market systems relevant to the development of an EEM market and establish demonstrators to support the demonstration of the end-to-end customer journey and EEM life-cycle. It will establish market-based governance and an EEM Label to support recognition of and confidence in EEM and facilitate access to quality information for market participants.			

(i) Experience in similar actions in the past 3 years (6)

Name of the organisation: Conselho Municipal da Beira/Beira City Council Lead applicant Co-applicant <input checked="" type="checkbox"/> Affiliated entity					
Project title: Project for the Promotion of Commercialisation Support Infrastructures - Construction of Ponta Gea Municipal Market			Sector (ref. list of sectors in Sectorial experience in PADOR): 33120 - 43030		
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name)	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Beira (Mozambique)	€ 34,491,623.36	Co-beneficiary	UE and CMB FED/2016/377-507	€ 31,042,461.02 (UE) € 3,449,162.34 (CMB)	19/12/2016 - 2019
Objectives and results of the action		<p>The main objective of the project is to improve the hygiene and selling conditions of the products, and by upgrading these conditions, sellers will be able to increase their incomes and, consequently, their standard of living.</p> <p>Specifically, this action will improve the trading conditions of the Ponta-Gea market in order to guarantee the hygienic quality of the activity and keep it attractive.</p> <p>The construction of the Ponta-Gea market had the following advantages:</p> <ul style="list-style-type: none">- Rapid access to essential goods, in conditions recommended for consumption- Promotion of better hygiene and health conditions- Increased tax revenues for the City Council- Minimization of problems generated by rains- Improved food preservation- Increased nutritional quality of food			

(i) Experience in similar actions in the past 3 years (7)

Name of the organisation: Provincia autonoma di Trento/Autonomous Province of Trento (Ufficio Cooperazione allo Sviluppo/Development Cooperation Office)					
Lead applicant X Co-applicant Affiliated entity					
Project title: "Trentino-Mozambique Board: 2018 - 2019"			Sector (ref. list of sectors in Sectorial experience in PADOR): 11110-11130 - 11220 - 11240 - 12110 - 12220 - 12261 - 15140 - 15164 - 16010 - 23010 - 23067 - 23081 - 31110 - 31120 - 41010		
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name)	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Mozambique - Caia District/Sofala Region	€ 388,109.00	Donor	PAT	€ 388,109.00	23/03/2018 - 30/06/2020
Objectives and results of the action		<p>Being present in Mozambique since 2000, the Autonomous Province of Trento (PAT) has consolidated over the years an actual "Trentino-Mozambique Board", i.e., a group of individuals (volunteers, associations, organisations) that promote an exchange programme between the provinces of Trentino in Italy and of Sofala in Mozambique. Most efforts have been concentrated in the Caia/Sofala region, with progressive interventions also in other areas, favouring forms of territorial partnership with local institutions and associations as protagonists, with the direct coordination of today's Development Cooperation Office and, in part, through qualified subjects, such as the Consortium CAM and local Hospitals.</p> <p>Since 2000, PAT, as main donor and coordinator, has invested €11,897,428.06, in activities totalling €17,517,631.72, which cover the social, education, economic development, health, education and environment sectors. In particular, in 2018, the "Trentino in Mozambique 2.0" project continued with the previous actions and interventions having as main objective the development of the following 12 sectors/results: improvements in Beira waste management; renewable energies, exchange of good practices, partnership start-up; development of mainstreaming approach/gender issue; escolinhas development; home care for the sick, health awareness; Hub - start-up of a social innovation network; drafting of new PAT agreement - Mozambique Government; empowerment of local administration for territory management; institutional capacity building; global citizenship education and strengthening relationship and programme coordination.</p>			

(i) Experience in similar actions in the past 3 years (8)

Name of the organisation: Provincia autonoma di Trento/Autonomous Province of Trento (Ufficio Cooperazione allo Sviluppo/Development Cooperation Office) Lead applicant X Co-applicant Affiliated entity					
Project title: "Trentino-Mozambique Board: 2019 - 2021"			Sector (ref. list of sectors in Sectorial experience in PADOR): 11110 - 11220 - 11240 - 12110 - 12220 - 12261 - 15164 - 16010 - 23010 - 31120 - 41010		
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name)	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Caia District/Sofala Region (Mozambique)	€ 258,800.00	Donor	PAT	€ 258,800.00	07/08/2019 - 15/02/2021
Objectives and results of the action		In continuity with the historic collaboration Trentino-Mozambique, in 2019 the program of interventions lasting 24 months, called "Partnership Trentino - Mozambique 2019-2020", was activated by CAM (Consortium of Associations for Mozambique). The main objective of the actions planned for 2019 and 2020 was to encourage the growth of local societies that are aware and capable of self-governance, through the strengthening of skills and capacities, in order to affirm human rights, reduce inequalities and promote sustainable development. In practical terms, this meant: recognizing the right to pre-school education and personal care to the citizens of Caia; strengthening local actors in the management of the waste cycle in Beira and Nampula, in the planning and management of the territory and natural resources in the Province of Sofala; increasing access to credit and fostering self-employment and youth entrepreneurship in the Province of Sofala, Zambesia and the Channel. The results are: better management of solid urban waste in Beira and Napula; the strengthening of the "District Planning and Infrastructure Service" and the implementation of the "Urban Construction Plan," and the "Water-Energy-Food nexus" in Lower Zambezia; the construction of an irrigation system; the enhancement of the role of women through small business initiatives; the pedagogical and administrative functioning of 4 nurseries; home care for the sick; microfinance initiatives and self-employment entrepreneurship; institutional capacity building activities towards decentralisation processes; awareness raising initiatives in the Trentino community.			

(i) Experience in similar actions in the past 3 years (9)

Name of the organisation: Universidade Zambeze - Faculdade de ciências e tecnologia/ Zambeze University/Faculty of Science and Technology (Mozambique)					
Lead applicant		Co-applicant X		Affiliated entity	
Project title: Universidade Zambeze - Faculdade de ciências e tecnologia/ Zambeze University - Faculty of Science and Technology (Mozambique)				Sector (ref. list of sectors in Sectorial experience in PADOR): 11110 - 11130 - 11420 - 14010 - 14081 - 15164	
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name)	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Beira (Mozambique)	€ 3,600,000.00	Entidade afiliada	Kingdom of the Netherlands (NNFFIC) - NICHE MOZ 266- ZAMADZI	€ 324,000.00	01/2017 - 05/2021
Objectives and results of the action		<p>The overall objective of the project is to strengthen capacity for integrated water resources management by enhancing the development of technical and professional (academic and vocational) training skills and promoting the cooperation of existing institutions. The following sub-objectives correspond to the main objective: a) Train professionals in long-term courses (Masters and PhDs at local and regional level); b) Train professionals, technicians, students and local actors in short courses; c) Acquire means and equipment for institutional capacity building; d) Develop action research projects to solve problems of local communities; e) Develop activities aimed at promoting gender equity actions.</p> <p>Project results are: (R1) Training of one lecturer with a PhD level in Science, Engineering and Technology with a specialty in the area of IWRM at the University of South Africa (UniSA); (R2) Training of 29 teachers and 1 technician, they received 64 trainings in a total of 25 short courses developed by the project team in the areas of IWRM, Gender and ICTs; (R3) Purchase of 11 equipment for strengthening the chemistry and water laboratory, 18 for strengthening ICTs and 11 books related to IWRM. (R4) Elaboration of an action research project related to hospital effluent treatment at the Central Hospital of Beira; (R5) Carried out activities related to gender equity in the faculty such as:</p> <ul style="list-style-type: none"> ● Dissemination of the courses taught in the college at secondary school level with the aim of increasing girls' adherence in engineering courses. ● Participation in activities to celebrate the Environment Day ● Lecture about women in the labour market. ● Scientific journeys/open doors. 			

(i) Experience in similar actions in the past 3 years (10)

Name of the organisation: Instituto de Formação em Administração Pública e Autárquica/ Training Institute of Public and Municipal Administration (IFAPA) of Beira (Mozambique)					
Lead applicant Co-applicant <input checked="" type="checkbox"/> Affiliated entity					
Project title: PBGF (Programa de Boa Governação Financeira)/Good Financial Governance Program			Sector (ref. list of sectors in Sectorial experience in PADOR): 15110 - 15120 - 15140 - 15150 - 16020		
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name)	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Maputo (Mozambique)	€ 35,927.00	Co-beneficiary	The World Bank	€ 35,927.00	01/02/2020 – 30/12/2025
Objectives and results of the action		<p>The main objective of the project is to strengthen the capacity of Actors (central and decentralized agencies, municipalities, communities and citizens), involved in recent decentralization reforms, by supporting the government in creating a comprehensive capacity building strategy, focused on providing mechanisms to assist and empowering provinces and municipalities in managing human and financial resources, as well as developing training programs for key administration and governance positions at the local level.</p> <p>In practice, this means building the capacity of technical leadership of participating municipalities and provincial decentralized governance bodies; training municipal officials and agents and those of the Decentralized Governance Institutions, with emphasis on document and archive managers (classified information managers, website content managers, and communication and image technicians); training trainers responsible for cascading training to employees and agents of the Municipalities and Provincial Decentralized Governance Organs. Results of the Action are: R1) Mastery of the legislation on document management; R2) Improved skills in observing norms of document and archive management, management of classified information and webpage content; R3) Improved management, by technicians, of rapid access to information and preservation of institutional memory in Mozambican Public Administration; R4) Archives organized and with accessible information.</p>			

(i) Experience in similar actions in the past 3 years (11)

Name of the organisation: Instituto de Formação em Administração Pública e Autárquica/ Training Institute of Public and Municipal Administration (IFAPA) of Beira (Mozambique) Lead applicant Co-applicant <input checked="" type="checkbox"/> Affiliated entity					
Project title: PDUL (Projecto de Desenvolvimento Urbano e Descentralizado)/PDUL (Decentralised Urban Development Project)			Sector (ref. list of sectors in Sectorial experience in PADOR): 15110 - 15120 - 15140 - 15150 - 16020		
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name)	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Sofala, Manica and Tete Regions (Mozambique)	€ 240,000.00	Co-beneficiary	UNCDF + Austrian Cooperation (ADA) and Italian Cooperation (AICS), funded by the European Union	€ 240,000.00	01/07/2021 – 31/12/2024
Objectives and results of the action		<p>The overall objective of the project is to contribute to the consolidation of peace at subnational level in Mozambique. In practice this means enhancing inclusive local governance in selected provinces and conflict affected districts and improving livelihoods of rural communities in conflict affected districts, with a special focus on women, youth and disadvantaged groups.</p> <p>The results are: R1) the improved livelihoods of rural communities in conflict affected districts, with a special focus upon women and disadvantaged groups; R2) Increased awareness and strengthened capacities of subnational political, administrative and civil society actors to implement new decentralized institutional arrangements; R3) Enhanced capacities for responsive, inclusive, gender sensitive planning and budgeting in selected districts and rural municipalities; R4) Knowledge built on best practices in local governance for the consolidation of peace; R5) Enhanced public investment and service provision in selected districts and rural municipalities; R6) Increased adoption of climate smart and productivity enhancing agriculture technologies and practices by conflict affected communities; R7) Enhanced market integration and off-farm economic activities of conflict affected communities.</p>			

(i) Experience in similar actions in the past 3 years (12)

Name of the organisation: Centro per la Cooperazione Internazionale (CCI) / International Cooperation Centre					
Lead applicant		Co-applicant		Affiliated entity X	
Project title: Training curricula for Libyan Municipalities – I and II phases			Sector (ref. list of sectors in Sectorial experience in PADOR): 11430 - 15110 - 151120		
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name)	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Tunisia and Italy	€ 8,219.00 in 2018 and € 15,890,00 in 2020	Service provider	CIEDEL	€ 8,219.00 in 2018 and € 15,890.00 in 2020	01/01/2018 – 31/12/2018 and 07/01/2020 - 30/04/2020
Objectives and results of the action		<p>In 2018, the Centro per la Cooperazione Internazionale (CCI) provided the expertise to design and pilot the first modules of an academic curriculum for Libyan universities engaged in delivering training activities to officials and administrators of the 9 Libyan municipalities participating in the Nicosia initiative and, in perspective, other municipalities.</p> <p>In 2020, through a 2nd mission to Tunisia, CCI assessed the activities carried out in 2018-19, conducted a training module on local development and defined the second phase of the project (2019-2020).</p> <p>The outcome of the work was the definition of the structure of a curriculum, approved by the participants and shared with different international actors active in supporting Libyan local authorities.</p> <p>This training experience led to the design of the REBUILD programme, which is currently ongoing (01/04/2021 – 31/03/2025, see experience nr.1 “Research and Education Building Urban Institutions for Local Development (REBUILD)”) within the framework of the Local Authorities: Partnership for Sustainable Cities programme.</p>			

(i) Experience in similar actions in the past 3 years (13)

Name of the organisation: Centro per la Cooperazione Internazionale (CCI) / International Cooperation Centre					
Lead applicant		Co-applicant		Affiliated entity X	
Project title: Provision of E-learning - Summer School training on “Design of strategies and projects for sustainable development at the local level in the State of Tamaulipas, Mexico”			Sector (ref. list of sectors in Sectorial experience in PADOR): 11430 - 15110		
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name)	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Italy and Mexico	€ 10,000.00	Service provider and co-coordinator	Universidad de Tamaulipas / OECD Trento Centre	€ 10,000.00	30/10/2020 - 04/12/2020
Objectives and results of the action		<p>The Organisation for Economic Cooperation and Development (OECD) Trento Centre on Local Development, the Centro per la Cooperazione Internazionale (CCI) and EAFIT University in Colombia, together with partners based in Argentina, Brazil, Chile, Cuba, El Salvador, Peru, and Dominican Republic have been collaborating since 2010 in the organisation of summer schools and training activities on matters related to local development and sustainable urban development. Overall, CCI and its partners trained over 500 people and organised over 10 summer schools with in presence and online modules. The last one (October - December 2020) was specifically planned and targeted to representatives and staff of the University of Tamaulipas, in Mexico, and was entirely delivered online. Through this training project in particular, OECD Trento Centre and CCI aimed at generating capacities in the academic representatives of the University of Tamaulipas in promoting and addressing the design and management of strategies for local sustainable development, and in developing and implementing projects that respond to the effective needs of communities, hence improving the capacity of local governments to harness the existing resources of national funds for local development.</p> <p>In collaboration with the University of Tamaulipas, Mexico, CCI organised an intensive programme entailing head-on lessons with experts, online workshops with relevant actors, group work, individual tutoring and mentoring. Webinars and videos (which are subtitled as appropriate) are shared on an e-learning platform and remain available to all participants throughout the training. The training session for Tamaulipas University, included an opening webinar, 5 e-learning one-week modules (total: 5 weeks: <i>Local development and territorial capital, Economy and territorial innovation in the times of COVID-19, The Sustainable Development Goals and the challenge of sustainability in local development. Working on local development in times of the pandemic, Social cohesion and public policies, The role of collaborative networks in local development</i>), one webinar on experience sharing and a final webinar. Overall, 100 participants were trained: 24 department directors of the University, 50 teachers, and 26 graduate students.</p>			

(i) Experience in similar actions in the past 3 years (14)

Name of the organisation: Centro per la Cooperazione Internazionale (CCI) / International Cooperation Centre					
Lead applicant		Co-applicant		Affiliated entity X	
Project title: TALETE - Honours Programme on global interdependence issues			Sector (ref. list of sectors in Sectorial experience in PADOR): 11430		
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name)	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Italy	€ 493,000.00	Service provider and co-coordinator	Università degli Studi di Trento, Italy (UNITN) CCI	UNITN € 197,200.00 CCI € 295,800.00	01/01/2016 – ongoing
Objectives and results of the action		<p>The TALETE programme stands for “Talenti e Territori” (in English: <i>Talents and Territories</i>). The programme was developed by the Università degli Studi di Trento and the Centro per la Cooperazione Internazionale (CCI), and it has been renewed annually since the academic year 2016/2017. It is an honours programme, i.e., a professionally qualifying certified integrative training path that is complementary to the main curricular training of Master’s undergraduates as in the Anglo-Saxon academic tradition. The TALETE programme focuses on global interdependence issues and its training objectives are:</p> <ul style="list-style-type: none"> • Strengthening the knowledge and awareness of participants on matters of international interdependence and the global society; • Qualifying the trainees as future professionals, by strengthening their intercultural and cross-cutting skills. • Increasing the employability of the trainees both in the sector of international cooperation, interculturality and local development, and in the employment market, with specific reference to their capacities to work in intercultural work environments. <p>Every training edition entails 24 ECTS for 12 participants (from different academic paths) and includes ad-hoc training sessions, individual counselling, mentoring during the dissertation research, and a two-month postgraduate internship in international contexts, which is useful for entering the job placement. The 2021/2022 edition (the 6th one) is expected to start in October 2021.</p>			

(i) Experience in similar actions in the past 3 years (15)

Name of the organisation: Centro per la Cooperazione Internazionale (CCI) / International Cooperation Centre Lead applicant Co-applicant Affiliated entity X					
Project title: Capacity Building for Trainers and Teachers: Learning the Blended Way			Sector (ref. list of sectors in Sectorial experience in PADOR): 11430 (Advanced education)		
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name)	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Romania, the Netherlands, and Italy	€ 177.572,00	Lead Applicant: Organizatia Umanitara CONCORDIA (OUC); Co-Beneficiaries: Centro per la Cooperazione Internazionale (CCI) and Human Rights Campus (HRC)	European Commission, Erasmus+, KA2 - Cooperation for innovation and the exchange of good practices KA204 - Strategic Partnerships for adult education Project code: 2020-1-RO01-KA204-080401	UE € 177.572,00	01/12/2020 - 30/11/2022
Objectives and results of the action		<p>Given the constraints of the Covid-19 pandemic and the growing importance of online training and mobile learning, the project aims to develop the theoretical and practical competencies of trainers and teachers working in the educational and social fields to adapt existing training curricula into blended learning (i.e., both face-to-face and online) and to share knowledge and practices about pedagogy, tools (e.g. platforms, applications) and training methods among the partners. The consortium partners are developing a Training of Trainers' curriculum which allows teachers and trainers to do their training partially remotely – particularly when targeting young people and when focusing on Global Citizenship and Human Rights issues The project activities include:</p> <ul style="list-style-type: none"> • Development of a ToT (trainers of trainers) and a Teachers' curriculum, manual and toolkit for blended training focused on Human Rights and Global Education. • A ToT and a Teachers training programme (8 days face-to-face and 2 days online for 13 teachers and trainers of trainers (8 from OUC, 3 from CCI and 2 from HRC) on methodological and didactic skills, knowledge about blended learning design, planning and management and the preparation of teaching-units. <p>Through individual and group teaching, group-works, analysis of case studies, the project will benefit 58 trainers and teachers, who will improve their capacity to implement a blended methodology. Moreover, 400 educators from 200 European organizations will be informed about project results. As the blended learning curriculum & toolkit will be made available in English, Dutch, Italian and Romanian and disseminated widely in digital format, thousands of teachers and trainers in Europe will be supported to implement blended learning in the classroom.</p>			

(i) Experience in similar actions in the past 3 years (16)

Name of the organisation: Centro per la Cooperazione Internazionale (CCI) / International Cooperation Centre Lead applicant Co-applicant Affiliated entity X					
Project title: Tender for a Massive Open Online Course and Publication Consultant for a Massive Open Online Course Technical Consultant			Sector (ref. list of sectors in Sectorial experience in PADOR): 11430		
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name)	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Italy	€ 21,500.00	service provider	EADI - European Association of Development Research and Training Institutes	€ 21,500.00	01/01/2020 - 30/09/2020
Objectives and results of the action		In collaboration with Bridge 47 and all the members of the network, CCI created a Massive Open Online Course (MOOC) and a Handbook to collect the knowledge on Global Citizenship Education and the experiences identified and/or produced through the partnerships born within Bridge 47. Both the MOOC and the Handbook are open access resources that contribute to sharing the results of the project with all the people interested in learning more about Global Citizenship Education or willing to build partnerships and projects in the field.			

(i) Experience in similar actions in the past 3 years (17)

Name of the organisation: Centro per la Cooperazione Internazionale (CCI) / International Cooperation Centre					
Lead applicant		Co-applicant		Affiliated entity X	
Project title: MAKANI, IL MIO POSTO. Sviluppo economico, lavoro dignitoso e inclusione sociale a Tripoli (In English: MAKANI, MY PLACE. Economic development, dignified work and social inclusion in Tripoli)			Sector (ref. list of sectors in Sectorial experience in PADOR): 11430 (Advanced education) 15150 (Democratic participation)		
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name)	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Tripoli, Lebanon and Italy	€ 1,999,922.40	Lead Applicant and Coordinator: OXFAM Co-beneficiaries: CCI and INDUSTRIO VENTURE (Italy); TEC - Tripoli Entrepreneurs Club and SHIFT - Social Innovation Hub (Lebanon)	Italian Agency for Development Cooperation (AICS) (AID 011866) and INDUSTRIO VENTURE	AICS: € 1,799,906.40 Lead Applicant: € 200,016.00	01/01/2020 - 31/12/2022
Objectives and results of the action		<p>The initiative aims to contribute to the inclusive and sustainable economic growth of northern Lebanon and promote innovative economic solutions, with entrepreneurship as a driver for inclusive and sustainable development in line with the Lebanon Crisis Response Plan 2017-2020.</p> <p>The project involves 150 vulnerable young people and women in Tripoli. Activities support micro, small and medium enterprises (MSMEs) and start-ups to overcome the main barriers to their growth and create new inclusive employment opportunities, through financial and non-financial assistance to 38 companies. Links between Italian and Lebanese companies are being established to promote mutual development and market expansion.</p> <p>Within this framework, Centro per la Cooperazione Internazionale (CCI) collaborates with the project partner Industrio Venture and with two local partners in Tripoli (TEC and SHIFT) to create new inclusive employment opportunities and establish links between 20 Italian and Lebanese companies to promote mutual development and market expansion. Particularly, CCI is responsible for the design and implementation of a training course on Mentorship delivered to 10 local young people involved as mentors themselves within the project. The training course (1st year) is followed by a mentoring delivered by CCI to the mentors (years 2 and 3) in order to support them in their role and practice.</p>			

(ii) Experience in other actions in the past 3 years (1)

Name of the organisation: Provincia autonoma di Trento/Autonomous Province of Trento (Unità di missione strategica coordinamento enti locali, politiche territoriali e della montagna)					
Lead applicant <input checked="" type="checkbox"/> Co-applicant <input type="checkbox"/> Affiliated entity <input type="checkbox"/>					
Project title: Dialog for Innovation And Local Growth (DIALOG)			Sector (ref. list of sectors in Sectorial experience in PADOR): 15110 - 15140 - 15150		
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name)	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Italy, Niedersachsen (Germany), Vratsa (Bulgaria), Flanders (Belgium), Ticino (Switzerland), Castilla la Mancha (Spain)	€ 1,312,872.00	Coordinator	UE Interreg Europe - 4th call Switzerland Member states	UE € 945,941.20 € 200,000.00 € 166,930.80	01/08/2019 - 31/07/2023
Objectives and results of the action		This INTERREG project aims to improve the effectiveness of innovative policies for regional competitiveness through the involvement of local actors in policy-making. DIALOG analyzes and exchanges experiences and good practices in the field of social innovation. The objective is to define action plans to promote a real participation of social partners and citizens in the definition and implementation of ERDF innovation investments. The condition for strengthening the effectiveness and sustainability of innovation policies is the creation of a real social consensus around these policies, strengthened through a more widespread participation from below. This model must be defined through networking, negotiation and exchange involving all local actors not only in the design but also in all stages of implementation of local policy. The project through the analysis and exchange of best practices in the field of social dialogue wants to ensure a real participation of local actors and citizens in the definition and implementation of innovative investments of the ERDF.			

(ii) Experience in other actions in the past 3 years (2)

Name of the organisation: Provincia autonoma di Trento/Autonomous Province of Trento (Ufficio Cooperazione allo Sviluppo/Development Cooperation Office)					
Lead applicant X Co-applicant Affiliated entity					
Project title: “SurvEthi” - Strengthening the system of surveillance and control of infectious diseases in Ethiopia”				Sector (ref. list of sectors in Sectorial experience in PADOR): 12110 - 12181 -12182 - 12191- 12220 - 12250 - 12261- 12281	
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name)	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Ethiopia	€ 1,692,208.21	Coordinator	AICS (Agenzia Italiana per la Cooperazione allo Sviluppo)	€ 1,012,425.21	07/09/2018 - 30/06/2022
Objectives and results of the action		<p>The project is focused on the Oromia Region (South West Shoa Zone). The main objective is to strengthen the capacity of health authorities in the field of epidemiological surveillance in Ethiopia, through the fight against the spread of epidemics, by strengthening the capacity of institutional and health personnel. Specifically, the project aims to carry out epidemiological assessments and consequent models of transmission of infectious diseases; the creation of a pool of contacts for epidemiological investigation, at Ethiopian national level and in the future also in other countries of Sub-Saharan Africa in case of potential epidemics; technical assistance to local authorities and training of 120 health workers and community agents; through the assistance of Informatici Senza Frontiere (ITs without Borders), the adaptation of existing software and the application of the information package developed for data collection, with related training of health personnel; the transfer of knowledge and good practices in the planning and management of epidemic containment interventions and awareness raising in Trentino and Italy on global health issues.</p> <p>Expected results are the recognition of the threat to public health and the activation of the response at community, zonal, regional and national level from reporting of suspected cases and implementation of specific containment strategies. Covid-19 pandemic, in recent months, has led to a reorientation of epidemiological research, with development of mathematical models that are as current as ever, used by the Italian institutions for the management of the health emergency.</p>			

(ii) Experience in other actions in the past 3 years (3)

Name of the organisation: Provincia autonoma di Trento/Autonomous Province of Trento (Ufficio Cooperazione allo Sviluppo/Development Cooperation Office)					
Lead applicant X Co-applicant Affiliated entity					
Project title: “Trentino-Balkan: Cooperation and Development Programme 2018 - 2021”			Sector (ref. list of sectors in Sectorial experience in PADOR): 12261 - 12281- 15110 - 15140 - 15150 -15162 - 15163 - 15164 - 15220 - 16050		
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name)	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Kosovo, Serbia, Albania, Montenegro, Bosnia Erzegovina	€ 1,203,486.61	Coordinator	PAT + Associazione Trentino con i Balcani onlus (ATB)	€ 1,086,386.00	11/06/2018 - 30/06/2021
Objectives and results of the action		<p>The overall objective of the project 2018-2020 is to strengthen cooperation and exchanges between the communities of Trentino and the Balkans on the basis of mutual benefits, building new partnerships and supporting those already existing, while respecting human rights, the environment and democracy and within the framework of the institutional relations of the respective governments. More specific objectives are: to implement and monitor the cooperation programme, capitalising on existing relations and creating new ones; to support exchange between the institutions of Trentino and the Balkan countries with a view to a positive and peaceful European integration; to contribute to the well-being of the populations of the countries involved in the project, through lobbying and advocacy, training and information, promotion of healthy lifestyles, socio-economic integration of marginalised categories; to promote fair and sustainable development and encourage entrepreneurship, with particular attention to youth empowerment, social aspects, the environment, the role of small businesses and cooperation; to encourage forms of storytelling so as to build an inclusive culture. The expected results are: strengthened the network of actors active in Trentino and the Balkans; identified long-lasting relationships; carried out trips and study visits, exchanges of experiences and moments of dissemination; strengthened management and fundraising skills of partners and local governments; realized paths to approach the themes of European citizenship and integration; increased awareness on dialogue; increased skills through capacity building and specific training with dissemination of good practices; improved empowerment and activities of associations on the themes of mental health, oncology, women's empowerment, marginalized social phenomena.</p>			

(ii) Experience in other actions in the past 3 years (4)

Name of the organisation: Provincia autonoma di Trento/Autonomous Province of Trento (Ufficio Cooperazione allo Sviluppo/Development Cooperation Office)					
Lead applicant X Co-applicant Affiliated entity					
Project title: “Strengthening birth registration in civil status and combating the phenomenon of invisible children”				Sector (ref. list of sectors in Sectorial experience in PADOR): 1310 - 15140	
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name)	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Burkina Faso (Centre-Ouest) Italy (Trentino)	€ 1,206,597.60	Coordinator	AICS (Agenzia Italiana per la Cooperazione allo Sviluppo)	€ 1,083,197.60	28/05/2018 - 28/03/2021
Objectives and results of the action		<p>This action takes place in Burkina Faso, in the region of Centre-Ouest, where the Autonomous Province of Trento operates in partnership with Sant’Egidio Community within the program BRAVO (Birth Registration for All Versus Oblivion). The project aims to strengthen the national civil registration system by raising birth registration levels along with enhancing the quality and the accessibility of the service offered by local governments. In order to reach these objectives, a number of outputs are pursued, in particular: activation of secondary registration centres in every health centre of the region (total of 204); capacity building workshops and seminars for 114 civil registrars and 220 health workers; training of sensitization teams that operate to inform and raise awareness on births registration in health centres; creation of a team for the promotion of dialogue with local authorities and advocacy; support in the late registration procedures for children of primary schools; meetings of information and sensitization for parents. In Italy, workshops are held in the secondary schools with the purpose of informing students on the functioning of the civil registration system and its importance for the protection of children from violation of their human rights.</p> <p>The target groups of this action are 108.000 expected new-borns, 67.000 primary school students, 38 mayors of the Municipalities of Centre-Ouest, 114 civil registrars, 220 health workers, 1.106 primary school teachers and 3.000 Italian students. The intervention will benefit the entire population of Centre-Ouest (1.468.966 inhabitants).</p>			

(ii) Experience in other actions in the past 3 years (5)

Name of the organisation: Provincia autonoma di Trento/Autonomous Province of Trento (Ufficio Cooperazione allo Sviluppo/Development Cooperation Office) Lead applicant X Co-applicant Affiliated entity					
Project title: “Global Schools”			Sector (ref. list of sectors in Sectorial experience in PADOR): 11110 - 11130 - 11182		
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name)	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
10 EU countries (Italy, France, Austria, Latvia, Bulgaria, Spain, Czech R, Ireland, Portugal, UK)	€2,915,107.00	Coordinator	EU – Devco (DEAR programme)*	€2,477,840	01/04/2015 - 30/06/2018
Objectives and results of the action		<p>Global Schools, a 3-year project implemented in 10 EU countries by 17 Partners, led by Autonomous Province of Trento (PAT), aimed at integrating Global Citizenship Education (GCE) in formal education in 10 EU countries through a multi-stakeholder approach and combined research, renewed didactic practices, and policy advice in formal education. Global Schools supports the mainstreaming of GCE both through a revision of educational policies and through the promotion of innovative teaching practices and it works at three levels. At the policy level, it advocates for the integration of GCE in educational policies and school curricula in the 10 countries. At the technical level, it supports teachers' motivation and provides continuous professional training to teachers and CSOs working in schools to embed GCE in their everyday didactics. At the social level, it encourages parents and the community to help children grow into aware and responsible world citizens.</p> <p>Activities involved almost 3,800 trainees (LA representatives, teachers, student teachers, NGO practitioners, school directors); and over 23,000 people in public events. The project led to the activation of a long-term process fostering GCE integration in schools, civil society, and educational policies alike (e.g. drafting and approval of the Italian National Strategy on GCE, and of the Aragonese Regional Strategy on Development Education and Citizenship) (http://www.globalschools.education/). Within the project, PAT collaborated with CCI (co-beneficiary), responsible for the training and mentoring to teachers in Trentino province, Italy, and for the overall project's research on GCE policies' state of the art and GCE teaching practises among the EU partners. Thanks to the project, since 2018, CCI has been operating the Global Teachers' Centre, a permanent training service for teachers and associations involved in Global Citizenship Education in formal and non-formal contexts.</p>			

(ii) Experience in other actions in the past 3 years (6)

Name of the organisation: Provincia autonoma di Trento/Autonomous Province of Trento (Unità di missione strategica semplificazione e digitalizzazione)					
Lead applicant X Co-applicant Affiliated entity					
Project title: OSIRIS Open Social Innovation policies driven by co-creative Regional Innovation eco-systemS			Sector (ref. list of sectors in Sectorial experience in PADOR): 15110 - 15140 - 15150 - 15163		
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name)	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Sweden, Finland, Italy, Netherlands, Greece, Portugal, Slovakia	€1,715,322.00	Co-beneficiary	UE Interreg Europe - 4th call Member states	€ 1,458,023.70 € 257,298.30	01/04/2016 - 30/09/2020
Objectives and results of the action		The OSIRIS project aimed at improving the design, delivery and implementation of Open and Social Innovation policies and Regional Action Plans. Open and social innovation are concepts that allude to the diversification of knowledge sources strongly suggested as beneficial in the innovation literature. Here, the inclusion of users and the general public is recommended in concepts such as the Quadruple Helix. By implementing open, social innovation in the regional innovation system, the region could identify the appropriate means and strategies needed to achieve an enhancement of the regional innovation system. The end goal was to accomplish a RIS better equipped to meet the rapidly changing challenges of the contemporary knowledge economy.			

(ii) Experience in other actions in the past 3 years (7)

Name of the organisation: Provincia autonoma di Trento/Autonomous Province of Trento (Ufficio Cooperazione allo Sviluppo/Development Cooperation Office)					
Lead applicant X Co-applicant Affiliated entity					
Project title: Sustainable Development and Fight against Climate Change in Upper Huallaga - Peru			Sector (ref. list of sectors in Sectorial experience in PADOR): 31110 - 31120 - 31130 - 31150 - 31161 - 31162 -31165 - 31181 - 31182		
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name)	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Peru	€ 315.000,00	Coordinator	PAT + Associazione Mandacarù onlus - Società cooperativa sociale per un commercio equo e solidale	€ 300,000.00 (PAT) € 15.000,00 (Ass. Mandacarù)	01/09/2018 - 31/08/2021
Objectives and results of the action		<p>The three-year project aims to mitigate the economic and social crisis generated by the abandonment of primary production in Haute Huallaga (Peru), through developing measurement systems for environmental indicators able to provide practical information to farmers to prevent and limit damage to production, as well as through activating fair trade market channels that guarantee a future for small producers.</p> <p>At the end of the project, 300 farmers, their daily workers and their families, who are dedicated to the production of baby bananas and other varieties of fruit certified as organic, are gradually emerging from extreme poverty and are able to live off their production.</p> <p>The results of the action will therefore be an increase in farmers' resistance to weather phenomena, the identification of a climate change resistant and certified banana crop, the opening to international markets linked to the fair trade label, the dissemination of the knowledge acquired among farmers in Upper Huallaga and civil society in Trentino.</p> <p>Among the institutions involved are: REDESIGN CONSULTING BY PROMER SAC (fair trade initiative created in Peru as a spin-off of PROMER, a development project of the FAO International Fund for Agricultural Development); the Edmund Mach Foundation; the Department of Civil, Environmental and Mechanical Engineering of the University of Trento; the National University of Selva (UNAS), the Trento Science Museum (MUSE) and the Fontana Foundation.</p>			

(ii) Experience in other actions in the past 3 years (8)

Name of the organisation: Provincia autonoma di Trento/Autonomous Province of Trento (Ufficio Cooperazione allo Sviluppo/Development Cooperation Office)					
Lead applicant X Co-applicant Affiliated entity					
Project title: “Territorial partnership with Brazil: New opportunities for co-development 2019-2021”			Sector (ref. list of sectors in Sectorial experience in PADOR): 31110 - 31120 - 31130 - 31150 -31161 - 31162 - 31165 - 31181 - 31182		
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name)	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Brazil	€ 499.800,70	Coordinator	PAT + Consorzio Brasil Trento	€ 255.344,00	01/01/2019 - 31/12/2021
Objectives and results of the action		<p>The Autonomous Province of Trento (PAT) has directed a considerable effort of development cooperation towards Brazil, actively involving a significant number of public and private actors, both Italian and Brazilian. As part of the "Territorial Partnership with Brazil 2018-2020", PAT has promoted a project, through the Consorzio Brasil Trento, for a total of € 499,800.70, with a financing of € 255,344.00, which is based on important past work.</p> <p>The general objective of the project is to improve social inclusion and the development of small family farms, promoting partnerships between Brazil and Trentino. The following specific objectives correspond to this main objective: to improve the knowledge and evaluation of concrete models for sustainable and inclusive socio-economic development; to contribute to the sustainable social, economic and environmental development of the Brazilian semi-arid region; to promote the development of indigenous peoples. The expected results are: a multi-stakeholder relationship between Brazil and Trentino in 3 Brazilian macro-regions; activation of an information service on economic, social and environmental sustainability; strengthening of knowledge through scientific research; increased quality of training on good agricultural practices; international collaborations for applied research and the use of innovative technologies suitable for semi-arid environments; coordinated a network of local actors, supported by state entities; a Centre for the agro-industrial transformation of tropical fruits and products was built and given to a local organization of public interest; the skills of the Indians on agro-food processing and production processes were strengthened.</p>			

(ii) Experience in other actions in the past 3 years (9)

Name of the organisation: Provincia autonoma di Trento/Autonomous Province of Trento (Ufficio Cooperazione allo Sviluppo/Development Cooperation Office)					
Lead applicant X Co-applicant Affiliated entity					
Project title: “A growing school - Kenya”				Sector (ref. list of sectors in Sectorial experience in PADOR): 11110 - 11120 - 11130 - 1220 - 11230 - 11240 - 11320 - 11330	
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name)	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Kenya	€ 322.543,67	Coordinator	PAT + Associazione Docenti Senza Frontiere onlus	€ 302.034,00	29/11/2019 - 29/11/2021
Objectives and results of the action		<p>Kenya is a country where the Autonomous Province of Trento (PAT) has always worked, also with very substantial projects. Currently PAT supports the three-year project “A School that grows”, which basically aims to increase access to education and vocational training for children/boys in the districts of Embakasi, Kasarani and Njiru in Nairobi. Specific objectives are: to guarantee the continuity of the educational path and limit the phenomenon of early school leaving; to involve in the education cycle and through professionalizing workshops also boys and girls who are excluded from it or who intend to continue their studies by attending high school; to favour the integration and the approach to the school reality of street children of the slum on the margins of which the school is located.</p> <p>The basic tools for this educational enhancement are the construction of a multipurpose hall with a canteen area, with spaces for recreational and sports activities, and the construction of a structure that will host secondary school classes. These structures, together with teacher training activities and the structuring of specific curricula, offer alternative spaces to the street, child labour and crime. Around 280 pupils will be involved in each year.</p> <p>The project will end with a school structure and its canteen, both functioning and providing incentives with respect to the involvement of children/youngsters and their families; with specific educational activities provided by more trained staff on professionalizing curricula; with the activation of initiative in favor of street children of the slum and the establishment of scholarships that allow access to school on a meritocratic basis, at least up to the 8th level.</p>			

(ii) Experience in other actions in the past 3 years (10)

Name of the organisation: Provincia autonoma di Trento/Autonomous Province of Trento (Ufficio Cooperazione allo Sviluppo/Development Cooperation Office)					
Lead applicant X		Co-applicant		Affiliated entity	
Project title: Schools and libraries for Quelimane			Sector (ref. list of sectors in Sectorial experience in PADOR): 11110 -11120 - 11220 - 43040		
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name)	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Mozambique - Quelimane	€153,175.80	Donor	PAT + CAM	€128,000.00	23/03/2018 - 30/10/2020
Objectives and results of the action		<p>In 2018, in addition to the main project with CAM in the district of Sofala, PAT financed two education-related initiatives in the rest of the country, implemented by the Associazione Progetto Mozambico Onlus. In particular, adopting the same cooperative approach encouraged by the Autonomous Province of Trento, in the city of Quelimane, it supported the 'Schools and Libraries for Quelimane' project. The project was carried out together with the district education authorities, who consider it a priority to build high-level schools to encourage children to attend school, fight poverty and promote socio-economic development. The project involved the construction of two school buildings, each with two classrooms and a library, in two existing school complexes in the Floresta and Coalane districts.</p> <p>The “After School - Mozambique” project aimed to strengthen and complete the educational offer for primary school students in the city of Quelimane in Mozambique with an additional service to that of primary school: the after school service. More than 500 beneficiaries were involved in the project, who were able to attend remedial school courses, individual tutoring, assisted study and animated reading.</p>			

Logical framework and Activity matrix

Project: C-428391 **date of recurrent content:** December 2021 (version#1) **date of reporting (data in the *Current Value* column):** TBD

	<i>Results chain</i>	<i>Indicator</i>	<i>Baseline (value & reference year)</i>	<i>Target (value & reference year)</i>	<i>Current value* (reference year) (* to be included in interim and final reports)</i>	<i>Source and mean of verification</i>	<i>Assumptions</i>
<i>Impact (Overall objective)</i>	O.O. To promote integrated urban development and better living conditions in Beira	<i>OO.II Proportion of Beira population living in remote and poorly served areas</i> <i>OO.I2. Status of the integrated urban development plan for Beira Municipality</i>	<i>B1 (2017): 50,46%</i> <i>B2 (2021): Lack of an integrated urban development plan formally adopted and implemented in Beira Municipality</i>	<i>T1 (2024): 48%</i> <i>T2 (2025): One integrated urban development plan formally adopted and implemented in Beira Municipality</i>	- -	- <i>Conselho Municipal da Beira (CMB) official documents,</i> - <i>Final Evaluation</i> - <i>Official publications from the CMB or the Mozambique Government</i> - <i>Local and national media</i>	<i>Not applicable</i>
<i>Outcome (s) (Specific objective(s))</i>	SO.1. Conselho Municipal da Beira (CMB) is strengthened in urban governance methods oriented to deliver efficient and sustainable services to resident citizens.	<i>SO.II.1 Percentage of representatives and technical staff of the Municipality involved in the Action who perform their jobs, according to a governance tools' checklist (disaggregated by sex)</i>	<i>B1.1 (2021): 0</i>	<i>T1.1 (2024): 90% (at least 30% W)</i>	-	- <i>Mid-term and Final external Evaluation</i> - <i>CMB official records</i> - <i>Project reports</i>	<i>Interest by the target groups and beneficiaries in taking part in the activities will be maintained throughout the project (e.g., the design and validation of the curriculum, the awareness raising campaign and participatory phase of the pilot project, etc.)</i>

		<i>SO.II.2 Percentage of resident citizens satisfied the quality of the services delivered by the CMB</i>	<i>B1.2 (2021): TBD</i>	<i>T1.2 (2025): TBD</i>	-	- <i>Baseline and Endline Survey</i>	<i>The Covid-19 pandemic is sufficiently controlled and adverse climatic events do not prevent the implementation of the actions</i>
SO.2 Better and durable quality of life of the resident population in Macuti is secured with regard to urban resilience and greening		<i>SO.I2.1 Number of new mechanisms / procedures experienced to adopt participatory urban planning</i>	<i>B2.1 (2021): 0</i>	<i>T2.1 (2024): 2</i>	-	- <i>Mid-term and Final Evaluation</i>	<i>Macro-economic outlook at national and regional level continues to be positive throughout the project. Commodity price fluctuations (to which Mozambique's economy is widely exposed) during the project do not create economic shocks.</i>
		<i>SO.I2.2 Percentage of Macuti residents who report improvement in the quality of life disaggregated by sex)</i>	<i>B2.2 (2021):0</i>	<i>T2.2 (2024): TBD</i>	-	- <i>Project reports</i> - <i>Endline Survey</i>	
		<i>SO.I2.3 Number of square meters of urban regeneration and greening provided and/or restored in Macuti</i>	<i>B2.2 (2021):0</i>	<i>B2.2 (2024): 600</i>	-	- <i>Final (external) evaluation</i> - <i>CMB official documents</i> - <i>Project reports</i>	
SO.3 Improved prosperity with job creation, in innovative areas of digital transition and circular (environment-friendly) economy		<i>SO.I3.1 Number of jobs supported/sustained by the EU with project support * (disaggregated by green jobs/other jobs) [EURF 2.11]¹</i>	<i>B3.1 (2021): 0</i>	<i>T3.1 (2024): 16</i>	-	- <i>Mid-term and Final external Evaluation</i> - <i>CMB official documents</i> - <i>Project reports</i>	<i>The political commitment and political stability at national level remain constant or increase; sustainable development challenges remain a priority for Mozambique</i>

¹ EURF level 2 # 2.11 indicator

		<i>SO.I3.2 Number of people using e-governance systems and e-services, induced or facilitated by the Macuti pilot-project (disaggregated by sex)</i>	<i>B3.2 (2021): 0</i>	<i>T3.1 (2024): 150 (at least 50% W)</i>	-	<ul style="list-style-type: none"> - E-services subscriptions data - Final (external) Evaluation 	
Outputs							
	<i>O.1.1 Council Members, General Directors and technical staff of the CMB have acquired or expanded their theoretical-practical knowledge on inclusive and sustainable Urban Management, Local Governance and the Macuti pilot-project</i>	<i>O.II.1.1 Number of Municipality representatives, officials and staff who successfully attended training and awareness-raising actions on urban governance (disaggregated by sex)</i>	<i>B1.1.1 (2021): 0</i>	<i>T1.1.1 (2024): 108</i>	-	<ul style="list-style-type: none"> - Project reports - Attendance sheets - Training reports - Pre-and post-training tests 	<p><i>Interest, availability and commitment of IFAPA and of Beira Municipality in the implementation and adoption of the training curriculum remain constant.</i></p> <p><i>The Covid-19 pandemic is sufficiently controlled and adverse climatic events do not prevent participation in the training and exchange activities foreseen.</i></p>
		<i>O.II.1.2 Level of acknowledgement, by representatives, officials and staff, of relevant background and prospects related to the Macuti pilot project</i>	<i>B1.1.2 (2021): Low level of information held on the pilot project</i>	<i>T1.1.2 (2024): Very good level of knowledge acquired with regard to the pilot project</i>	-	<ul style="list-style-type: none"> - Project reports - Training reports - Endline Survey 	
	<i>O.1.2 Communities of Practice on territorial sustainable development congregating CMB, Bairro Macuti residents and local/international partners are capable and motivated to address common challenges faced at local level</i>	<i>O.II.2.1 Number of Local Authorities' representatives and of civil society representatives participating in the Community of Practice (disaggregated by sex and type of institution represented)</i>	<i>B1.2.1 (2021): 0</i>	<i>T1.2.1 (2024): 128</i>	-	<ul style="list-style-type: none"> - Database of beneficiaries /participants; - Meetings minutes and other CMB records; - Project reports 	
		<i>O.II.2.2 Number of CMB decisions' taken in which the Community of Practice participated</i>	<i>B1.2.2 (2021): 0</i>	<i>T1.2.2 (2024): TBD</i>	-	<ul style="list-style-type: none"> - Project reports - Meetings minutes and other CMB 	

						records;	
	<p>O.2.1 A pilot-project aimed to enable a resilient, inclusive and sustainable territory is timely developed and approved by CMB for the Macuti neighbourhood</p>	<p>O.I2.1.1 Status of the pilot-project for the Macuti neighbourhood</p>	<p>B2.1.1 (2021): Non-existence of a project and limited sensitization of the community actors on how to overcome the gaps</p>	<p>T2.1.1 (2024): The Macuti pilot-project is drafted with participatory design approach</p>	-	<p>- CMB official documents</p> <p>- Project reports</p>	<p>Interest by CMB and Macuti Population in taking part in the activities will be maintained throughout the project (the awareness raising campaign and participatory phase of the pilot project, etc.)</p>
		<p>O.I2.1.2 Percentage of participants in the meetings held to plan and launch the Macuti pilot-project that reported a good level of satisfaction (disaggregated by sex)</p>	<p>B2.1.2 (2021): 0</p>	<p>T2.1.2 (2024): TBD % (at least 50% W)</p>	-	<p>- Survey to be conducted and budgeted by the project</p> <p>- Project reports</p>	<p>Macro-economic outlook at national and regional level continues to be positive throughout the project.</p> <p>Commodity price fluctuations (to which Mozambique's economy is widely exposed) during the project do not create economic shocks.</p>
	<p>O.2.2 Resilient and safe spaces, Urban Regeneration, Green infrastructures and Recycling Solid Waste Collection interventions are successfully implemented in Macuti neighbourhood</p>	<p>O.I2.2.1 Number of linear metres of drainage channels rehabilitated under the Macuti pilot-project</p>	<p>B2.2.1 (2021): 0</p>	<p>T2.2.1 (2024): 400</p>	-	<p>- CMB official records</p> <p>- Project reports</p>	<p>The political commitment at national level to tackle Mozambique's development challenge is sustained throughout project implementation</p>
		<p>O.I2.2.2 Number of trees planted under the Macuti pilot-project</p>	<p>B2.2.2 (2021):0</p>	<p>T2.2.2 (2024): 500</p>	-	<p>- CMB official records</p> <p>- Project reports</p>	
		<p>O.I2.2.3 Number of people participating in the field activities of the awareness-raising campaign related to solid waste separation in Macuti (disaggregated by sex and age group)</p>	<p>B2.2.3 (2021):0</p>	<p>T2.2.3 (2024): 50 (at least 50% W and 60% Y)</p>	-	<p>- Project reports</p>	

<p>O.2.3 Project experience related to the Integrated Urban Design Interventions in Macuti neighbourhood is duly systematized and disseminated</p>	<p>O.I2.3.1 Number of published studies, articles or papers on the Macuti pilot-project</p>	<p>B2.3.1 (2021): 0</p>	<p>T2.3.1 (2024): 3</p>	<p>-</p>	<p>- Publications - Project reports</p>	
<p>O.3.1 Innovative e-governance solutions(using ICT) are developed for the CMB and associate entities</p>	<p>O.I3.1.1. Number of innovative solutions implemented O.I3.1.2 Number of CMB staff successfully trained in Information and Communication Technologies (ICTs) or on the new digital solution (disaggregated by sex)</p>	<p>B.3.1.1 (2021): 0 B.3.1.2 (2021): 0</p>	<p>T3.1.1 (2024): 1 T3.1.2 (2024): 10 (at least TBD % W)</p>	<p>- -</p>	<p>- Project reports - Training attendance records - Pre- and post-training tests - Project reports</p>	<p>Interest by CMB, MSMEs and Macuti Population in taking part in the activities will be maintained throughout the project Macro-economic outlook at national and regional level continues to be positive throughout the project. Commodity price fluctuations (to which Mozambique’s economy is widely exposed) during the project do not create economic shocks.</p>
<p>O.3.2 Local government and private sector partnerships and other initiatives related to innovation and job creation are fostered</p>	<p>O.I3.2.1 Number of partnership agreements signed between CMB and Micro, Small and Medium Enterprises (MSMEs) for the delivery of innovative services related to the Macuti pilot-project</p>	<p>B.3.2.1 (2021):0</p>	<p>T3.2.1 (2024): 2</p>	<p>-</p>	<p>- Signed agreements - CMB official records - Project reports</p>	<p>The political commitment at national level to tackle Mozambique’s development challenge is sustained throughout project implementation</p>

Activity Matrix

Key activities	Means and Costs	Assumptions
<p>A.1.1.1 Participatory design, customisation and validation of the training curriculum</p> <p>A.1.1.2 Signature of MoU between the CCI (team coordinator & local development and capacity building expert), IFAPA (capacity building coordinator) and CMB</p> <p>A.1.1.3 Training of trainers (ToT) - E-learning</p> <p>A.1.2.1 Training delivered from IFAPA to the Municipality of Beira</p> <p>A.1.2.2 Mentoring IFAPA during training implementation</p> <p>A.1.3.1 Peer-to-peer exchange among Mozambique LAs in relation to specific topics</p> <p>A.1.3.2 Organisation of a summer school on local governance and development strategies targeted at CMB Department's staff and representatives</p> <p>A.1.3.3. Promotion of an exchange programme among Mozambique and Italian LAs for the sharing of knowledge and practices.</p> <p>A.1.3.4 Facilitating the Community of Practices.</p> <p>A.1.3.5 Mentoring the "community</p>	<p>Means</p> <p>Human Resources: HR for activities implementation: Training Coordinator (IFAPA), Facilitator Community of Practices (IFAPA), and Trainers (15) (IFAPA); Training team coordinator & local development expert (CCI), Capacity building officer (CCI), E-Learning Officer (CCI), with the participation of the Integrated Urban Design Coordinator (UNITN) and Comparative Study Local Team Leader (Universidade Zambeze) (including salaries, insurances, visa, and per diem for International travels to Mozambique and International travels to the EU/ITA, National travels within Mozambique (P2P), Participation in Summer School (in Italy), Participation in Peer-to-Peer exchanges (in Mozambique)) (some HR contracted by external implementer in 6. Other).</p> <p>HR for Project management, M&E, Communication & Visibility, and Support (Transversal throughout all work packages/outputs) (some HR contracted by external implementer in 6. Other):</p> <ul style="list-style-type: none"> • Project Coordinator, Project Desk Officer, Project Manager, Junior Project Officer • Head of Administration, Administrator, Local Administrator, Accountant (2), Logistics Officer, Driver, Office Cleaner, Office Security Guard (3) • Communication Manager, Communication Officer, Web designer and content manager <p>Travel: Local flights and transportation in Italy (for the Summer School) and in Mozambique (for the Peer-to-peer exchange and training curriculum delivery), and other travel costs (Transversal for all work packages): International return flights EU-Mozambique, VISA for short-term, Insurances for short-term and long stay.</p> <p>Equipment and supplies: laptops (for training in Mozambique), as well as other general equipment (Transversal for all work packages): Project vehicle (citycar), project motorcycle, Office furniture, Desktop PC, Laptop PC, Monitor and Printer, GPS, IT equipment and cabling.</p> <p>Local Office costs: Vehicle costs (Fuels, Maintenance, Insurance), Office supplies (Stationery, consumables, etc), Telephone and Internet credit, Office adaptation and maintenance.</p> <p>Other costs/services: Interpreters and translation services, and Other services for Visibility & Communication (transversal throughout all outputs): External audit, External mid-term and final evaluation of the Action, Financial services</p>	<p>CMB staff has the ability and dynamism to work in a team and demonstrate interests in the activities;</p> <p>The Covid-19 or other pandemic outbreaks are sufficiently controlled and adverse climatic events do not prevent participation in the training and exchange activities foreseen.</p>

<p>of practices” development process</p>	<p>(bank account costs), as well as costs for visibility actions: Events in the EU, Events in Mozambique, Production of Multimedia exhibition, Production of Promotional video, Dissemination of results (purchase of social media sponsored content through advertising media partner), Production of audio novel podcast, Visibility Material (stickers, t-shirts, etc.), Dissemination services.</p> <p>Other: CMB Trainings: E-learning modules TOT. Thematic expert for video-lessons, E-learning modules TOT. Technical support in video-making, Tutoring services for Summer School, Training expenditures, Peer-to-Peer exchange (workshop and visit), External Implementer (housing, logistics, external expertises).</p> <p>Costs: Human Resources: € 374.293,33 Travel: € 19.090,00 Equipment and supplies: € 9.768,33 Local office: € 8.667,67 Other costs/services: € 109.946,67 Other: € 385.023,33 TOTAL DIRECT: € 906.788,33</p>	
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<p>A2.1.1 Initial policy and field assessment with focus on Safety, Urban Regeneration, and Solid Waste Management</p> <p>A2.1.2 Drafting of a preliminary project and definition of the interventions for the neighbourhood of Macuti</p> <p>A2.1.3 Collection of information and feedbacks from the community</p> <p>A2.1.4 Presentation of the drafts to the Conselho Municipal da Beira</p> <p>A2.2.1 Realization of awareness-raising campaigns and workshops for the community on good sustainable practices, and the conscious use of public services</p> <p>A2.2.2 Executive integrated design of Resilience, Urban Regeneration, Green Infrastructures and Recycling Solid Waste Collection interventions in Macuti</p> <p>A2.2.3 Implementation of Resilience, Urban Regeneration, Green Infrastructures and Recycling Solid Waste Collection interventions in Macuti</p> <p>A2.2.4 Opening ceremony in Macuti with local authorities and the community</p> <p>A2.3.1 Definition of the objectives, terms of references and set up of multidisciplinary working group</p> <p>A2.3.2 Field research and data collection</p> <p>A2.3.3 Writing and publication of the</p>	<p><u>Means:</u> <u>Human Resources:</u> HR for activities implementation: Pilot Project Coordinator, Integrated Urban Design Coordinator, Urban Design technician (2), Construction Engineer, Junior Field Officer (2), Comparative Study Local Team Leader, Comparative Study Researcher (2), Technical Assistance Expert, (salaries, insurances, visa, and per diem for International travels to Mozambique and International travels to the EU/ITA (some of these HR are contracted by external implementer in 6. Other). HR for Project management, M&E, Communication & Visibility, and Support (Transversal through all outputs) (some of these HR are contracted by external implementer in 6. Other):</p> <ul style="list-style-type: none"> ● Project Coordinator, Project Desk Officer, Project Manager, Junior Project Officer ● Head of Administration, Administrator, Local Administrator, Accountant (2), Logistics Officer, Driver, Office Cleaner, Office Security Guard (3) ● Communication Manager, Communication Officer, Web designer and content manager <p>Travel: both for activity and transversal for all work packages: International return flights EU-Mozambique, VISA for short-term, Insurances for short-term.</p> <p>Equipment and supplies: Waste collection truck, Backhoe, Tools for the greening and maintenance of Beira, Materials and seedlings for urban greening and regeneration (incl. urban furniture), Materials for urban waste management, Maintenance fund for municipal means, Spare parts for waste collection truck and other, Fuels and oils for pilot interventions, Rental of heavy machinery, Materials for awareness raising campaign and workshops in Macuti, Materials for field assessment in Macuti, and Materials for Comparative studies field research, as well as other general equipment (Transversal for all work packages): Project vehicle (city car or similar), project motorcycle, Office furniture, Desktop PC, Laptop PC, Monitor and Printer, GPS, IT equipment and cabling.</p> <p>Local Office costs: Vehicle costs (Fules, Maintenance, Insurance), Office supplies (Stationery, consumables, etc), Telephone and Internet credit, Office adaptation and maintenance</p> <p>Other costs/services: Scientific publications and scientific dissemination events, Integrated Urban Design Interventions study, Interpreters and translation, and Other services for Visibility & Communication (transversal throughout all outputs): External audit, External mid-term and final evaluation of the Action, Financial services (bank account costs), as well as costs for visibility actions: Events in the EU, Events in Mozambique, Production of Multimedia exhibition, Production of Promotional video, Dissemination of results (purchase</p>	<p>CMB staff has the ability and dynamism to work in a team and demonstrate interests in the activities;</p> <p>The population of Macuti welcomes the initiative and actively participates in the decision-making process and it is interested in the issues addressed and participates actively and proactively in the activities;</p> <p>The population of Macuti welcomes the changes and interventions proposed by the project;</p> <p>CMB staff involved in the research participate in data collection and provide relevant information.</p> <p>The Covid-19 or other pandemic outbreaks are sufficiently controlled and adverse climatic events do not prevent participation in the training and exchange activities foreseen.</p>
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<p><i>comparative study by Universidade Zambeze and Università degli studi di Trento</i></p>	<p><i>of social media sponsored content through advertising media partner), Production of audio novel podcast.</i></p> <p><u>Other:</u> <i>Pilot Greening intervention, Pilot Urban regeneration intervention, Pilot Recycling Solid Waste Collection intervention, Maintenance Services for pilot (urban public spaces), Events for participatory process, Project Macuti presentation event, External Implementer (housing, logistics, external expertises).</i></p> <p><u>Costs:</u> <i>Human Resources: € 288.653,33</i> <i>Travel: € 28.230,00</i> <i>Equipment and supplies: € 9.768,33</i> <i>Local office: € 8.666,67</i> <i>Other costs/services: € 73.321,67</i> <i>Other: € 1.010.603,33</i> TOTAL DIRECT: € 1.419.243,33</p>	
<p>A3.1.1 <i>Need Assessment of CMB and population on digitization</i></p> <p>A3.1.2 <i>Development of innovative digital solution for CMB for the management and delivery of services to citizens according to the findings of the assessment</i></p> <p>A3.1.3 <i>Specific technical training sessions for CMB staff on the use and maintenance of the new digital solutions</i></p> <p>A3.1.4 <i>Implementation, support and monitoring of the digital solution in the Macuti</i></p>	<p><u>Means:</u> <u>Human Resources:</u> <i>HR for activities implementation:</i> <i>Project Manager, Project Coordinator, Digitization and IT Coordinator, Junior Field Officer (2), PPP Local Coordinator, Technical Assistance Expert, (including salaries, insurances, visa, and per diem for International travels to Mozambique) (some of these HR are contracted by external implementer under 6. Other).</i> <i>HR for Project management, M&E, Communication & Visibility, and Support (Transversal through all outputs) (some of these HR are contracted by external implementer under 6. Other):</i></p> <ul style="list-style-type: none"> ● <i>Project Coordinator, Project Desk Officer, Project Manager, Junior Project Officer</i> ● <i>Head of Administration, Administrator, Local Administrator, Accountant (2), Logistics Officer, Driver, Office Cleaner, Office Security Guard (3)</i> ● <i>Communication Manager, Communication Officer, Web designer and content manager</i> 	<p><i>Interest and participation from CMB technicians selected for digital implementation;</i></p> <p><i>Interest from the citizens who welcome the new digital solution and are in favour of experimentation;</i></p> <p><i>Macuti community interested in the issues addressed;</i></p> <p><i>Presence of MSMEs on the urban territory that can implement the required services;</i></p> <p><i>MSMEs' interest in creating PPP partnerships;</i></p>

<p>A3.2.1 Organization of events and meetings between CMB and local MSMEs to create public-private partnerships</p> <p>A3.2.2 Signature of agreements for innovative services offered by the MSMEs within the project in favour of CMB</p> <p>A3.2.3 Accompanying the Municipality in its search for funds to maintain the activities of the Project of Macuti and the new public/private partnerships</p>	<p><u>Travel</u> (transversal costs for all work packages): International return flights EU-Mozambique, VISA for short-term, Insurances for short-term.</p> <p><u>Equipment and supplies:</u> Equipment for digital innovative solution implementation (IT e power generator), as well as other general equipment (Transversal for all work packages): Project vehicle (city car or similar), project motorcycle, Office furniture, Desktop PC, Laptop PC, Monitor and Printer, GPS, IT equipment and cabling.</p> <p><u>Local Office costs:</u> Vehicle costs (Fules, Maintenance, Insurance), Office supplies (Stationery, consumables, etc), Telephone and Internet credit, Office adaptation and maintenance</p> <p><u>Other costs/services:</u> Scientific publications and scientific dissemination events, Interpreters and translation, and Other services for Visibility & Communication (transversal throughout all outputs): External audit, External mid-term and final evaluation of the Action, Financial services (bank account costs), as well as costs for visibility actions: Events in the EU, Events in Mozambique, Production of Multimedia exhibition, Production of Promotional video, Dissemination of results (purchase of social media sponsored content through advertising media partner), Production of audio novel podcast, Visibility Material (stickers, t-shirts, etc.), Dissemination services</p> <p><u>Other:</u> Events for private-public partnership creation, IT system design, Software development, External Implementer (housing, logistics, external expertises)</p> <p><u>Costs:</u> Human Resources: € 94.533,33 Travel: € 7.730,00 Equipment and supplies: € 9.768,33 Local office: € 8.666,67 Other costs/services: € 55.321,67 Other: € 432.803,33 TOTAL DIRECT: € 608.823,33</p>	<p>CMB's interest in maintaining the services implemented;</p> <p>The Covid-19 or other pandemic outbreaks are sufficiently controlled and adverse climatic events do not prevent participation in the training and exchange activities foreseen.</p>
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ANNEX II

General conditions applicable to European Union-financed grant contracts for external actions

CONTENTS

Explanations of the terms used throughout these general conditions may be found in the ‘Glossary of terms’, Annex A1a to the practical guide.

In case of operating grants, the term ‘action’ should be understood as ‘work programme’.

The term ‘coordinator’ refers to the beneficiary identified as the coordinator in the special conditions.

The term ‘beneficiary(ies)’ refers collectively to all beneficiaries, including the coordinator, of the action. When there is only one beneficiary of the action, the terms beneficiary(ies) and coordinator should both be understood as referring to the only beneficiary of the action.

The term ‘party(ies) to this contract’ refers to the party signatory of this contract (i.e. the beneficiary(ies) and the contracting authority).

All references to ‘days’ in this contract are to calendar days, unless otherwise specified.

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GENERAL AND ADMINISTRATIVE PROVISIONS

ARTICLE 1 - GENERAL PROVISIONS

General principles

- 1.1. The beneficiary(ies) and the contracting authority are the only parties to this contract. Where the European Commission is not the contracting authority, it is not party to this contract, which confers on the European Commission only the rights and obligations explicitly mentioned in this contract.
- 1.2. This contract and the payments attached to it may not be assigned to a third party in any manner whatsoever without the prior written consent of the contracting authority.

Processing of personal data by the Commission

- 1.3. Any personal data included in the grant contract must be processed by the Commission in accordance with Regulation (EU) No 2018/1725.

Such data must be processed by the data controller identified in the special conditions solely for implementing, managing and monitoring the grant contract or to protect the financial interests of the EU, including checks, audits and investigations in accordance with Article 16 of these general conditions.

The beneficiaries have the right to access, rectify or erase their own personal data and the right to restrict the processing of their personal data or, where applicable, the right to data portability or the right to object to data processing in accordance with Regulation (EU) No 2018/1725. For this purpose, they must send any queries about the processing of their personal data to the data controller identified in the special conditions.

The beneficiaries may have recourse at any time to the European Data Protection Supervisor.

Processing of personal data by the beneficiaries

- 1.4. The beneficiaries must process personal data under the Agreement in compliance with applicable EU and national law on data protection (including authorisations or notification requirements).

The beneficiaries may grant their personnel access only to data that is strictly necessary for implementing, managing and monitoring the grant contract. The beneficiary must ensure that the personnel authorised to process personal data has committed itself to confidentiality or is under appropriate statutory obligation of confidentiality.

The beneficiaries must adopt appropriate technical and organisational security measures having regard to the risks inherent in the processing and to the nature, scope, context and purposes of processing of the personal data concerned. This is in order to ensure, as appropriate:

- (a) the pseudonymisation and encryption of personal data;
- (b) the ability to ensure the ongoing confidentiality, integrity, availability and resilience of processing systems and services;
- (c) the ability to restore the availability and access to personal data in a timely manner in the event of a physical or technical incident;

- (d) a process for regularly testing, assessing and evaluating the effectiveness of technical and organisational measures for ensuring the security of the processing;
- (e) measures to protect personal data from accidental or unlawful destruction, loss, alteration, unauthorised disclosure of or access to personal data transmitted, stored or otherwise processed.

Role of the beneficiary(ies)

1.5. The beneficiary(ies) shall:

- a) carry out the action jointly and severally vis-a-vis the contracting authority taking all necessary and reasonable measures to ensure that the action is carried out in accordance with the description of the action in Annex I and the terms and conditions of this contract.

To this purpose, the beneficiary(ies) shall implement the action with the requisite care, efficiency, transparency and diligence, in line with the principle of sound financial management and with the best practices in the field.

- b) be responsible for complying with any obligation incumbent on them from this contract jointly or individually;
- c) forward to the coordinator the data needed to draw up the reports, financial statements and other information or documents required by this contract and the annexes thereto, as well as any information needed in the event of audits, checks, monitoring or evaluations, as described in Article 16;
- d) ensure that all information to be provided and requests made to the contracting authority are sent via the coordinator;
- e) agree upon appropriate internal arrangements for the internal coordination and representation of the beneficiary(ies) vis-a-vis the contracting authority for any matter concerning this contract, consistent with the provisions of this contract and in compliance with the applicable legislation(s).

1.5 bis. Grant beneficiaries and contractors must ensure that there is no detection of subcontractors, natural persons, including participants to workshops and/or trainings and recipients of financial support to third parties, in the lists of EU restrictive measures.

Role of the coordinator

1.6. The coordinator shall:

- a) monitor that the action is implemented in accordance with this contract and ensure coordination with all beneficiary(ies) in the implementation of the action;
- b) be the intermediary for all communications between the beneficiary(ies) and the contracting authority;
- c) be responsible for supplying all documents and information to the contracting authority which may be required under this contract, in particular in relation to the narrative reports and the requests for payment. Where information from the beneficiary(ies) is required, the coordinator shall be responsible for obtaining, verifying and consolidating this information before passing it on to the contracting authority.

Any information given, as well as any request made by the coordinator to the contracting authority, shall be deemed to have been given in agreement with all beneficiary(ies);

- d) inform the contracting authority of any event likely to affect or delay the implementation of the action;
- e) inform the contracting authority of any change in the legal, financial, technical, organisational or ownership situation of any of the beneficiary(ies), as well as, of any change in the name, address or legal representative of any of the beneficiary(ies);
- f) be responsible in the event of audits, checks, monitoring or evaluations, as described in Article 16 for providing all the necessary documents, including the accounts of the beneficiary(ies), copies of the most relevant supporting documents and signed copies of any contract concluded according to Article 10;
- g) have full financial responsibility for ensuring that the action is implemented in accordance with this contract;
- h) make the appropriate arrangements for providing the financial guarantee, when requested, under the provisions of Article 4.1 of the special conditions;
- i) establish the payment requests in accordance with the contract;
- j) be the sole recipient, on behalf of all of the beneficiary(ies), of the payments of the contracting authority. The coordinator shall ensure that the appropriate payments are then made to the beneficiary(ies) without unjustified delay;
- k) not delegate or subcontract any, or part of, these tasks to the beneficiary(ies) or other entities.

ARTICLE 2 - OBLIGATION TO PROVIDE FINANCIAL AND NARRATIVE REPORTS

- 2.1. The beneficiary(ies) shall provide the contracting authority with all required information on the implementation of the action. The report shall describe the implementation of the action according to the activities envisaged, difficulties encountered and measures taken to overcome problems, eventual changes introduced, as well as the degree of achievement of its results (impact, outcomes or outputs) as measured by corresponding indicators. The report shall be laid out in such a way as to allow monitoring of the objective(s), the means envisaged or employed and the budget details for the action. The level of detail in any report should match that of the description of the action and of the budget for the action. The coordinator shall collect all the necessary information and draw up consolidated interim and final reports. These reports shall:
- a) cover the action as a whole, regardless of which part of it is financed by the contracting authority;
 - b) consist of a narrative and a financial report drafted using the templates provided in Annex VI;
 - c) provide a full account of all aspects of the action's implementation for the period covered, including in case of simplified cost options the qualitative and quantitative information needed to demonstrate the fulfilment of the conditions for reimbursement established in this contract;
 - d) include the current results within an updated table based on the logical framework matrix including the results achieved by the action (impact, outcomes or outputs) as measured by their corresponding indicators; agreed baselines and targets, and relevant sources of verification;
 - e) determine if the intervention logic is still valid and propose any relevant modification including regarding the logical framework matrix;
 - f) be drafted in the currency and language of this contract;
 - g) include any update on the communication plan as provided by Article 6.2;

- h) include any relevant reports, publications, press releases and updates related to the action.
- 2.2. Additionally the final report shall:
- a) cover any period not covered by the previous reports;
 - b) include the proofs of the transfers of ownership as referred to in Article 7.6.
- 2.3. The special conditions may set out additional reporting requirements.
- 2.4. The contracting authority may request additional information at any time. The coordinator shall provide this information within 30 days of the request, in the language of the contract.
- 2.5. Reports shall be submitted with the payment requests, according to Article 15. If the coordinator fails to provide any report or fails to provide any additional information requested by the contracting authority within the set deadline without an acceptable and written explanation of the reasons, the contracting authority may terminate this contract according to Article 12.2 (a) and (f).

ARTICLE 3 - LIABILITY

- 3.1. The contracting authority cannot under any circumstances or for any reason whatsoever be held liable for damage or injury sustained by the staff or property of the beneficiary(ies) while the action is being carried out or as a consequence of the action. The contracting authority cannot, therefore, accept any claim for compensation or increases in payment in connection with such damage or injury.
- 3.2. The beneficiary(ies) shall assume sole liability towards third parties, including liability for damage or injury of any kind sustained by them while the action is being carried out or as a consequence of the action. The beneficiary(ies) shall discharge the contracting authority of all liability arising from any claim or action brought as a result of an infringement of rules or regulations by the beneficiary(ies) or the beneficiary(ies)'s employees or individuals for whom those employees are responsible, or as a result of violation of a third party's rights. For the purpose of this Article 3 employees of the beneficiary(ies) shall be considered third parties.

ARTICLE 4 - CONFLICT OF INTERESTS AND CODE OF CONDUCT

- 4.1. The beneficiary(ies) shall take all necessary measures to prevent or end any situation that could compromise the impartial and objective performance of this contract. Such conflict of interests may arise in particular as a result of economic interest, political or national affinity, family or emotional ties, or any other relevant connection or shared interest.
- 4.2. Any conflict of interests which may arise during performance of this contract must be notified in writing to the contracting authority without delay. In the event of such conflict, the coordinator shall immediately take all necessary steps to resolve it.
- 4.3. The contracting authority reserves the right to verify that the measures taken are appropriate and may require additional measures to be taken if necessary.
- 4.4. The beneficiary(ies) shall ensure that its staff, including its management, is not placed in a situation which could give rise to conflict of interests. Without prejudice to its obligation under this contract, the beneficiary(ies) shall replace, immediately and without compensation from the contracting authority, any member of its staff in such a situation.

- 4.5. The beneficiary (ies) shall at all-time act impartially and as a faithful adviser in accordance with the code of conduct of its profession as well as with appropriate discretion. It shall refrain from making any public statements concerning the action or the services without the prior approval of the contracting authority. It shall not commit the contracting authority in any way whatsoever without its prior consent, and shall make this obligation clear to third parties.
- 4.6. Physical abuse or punishment, or threats of physical abuse, sexual abuse or exploitation, harassment and verbal abuse, as well as other forms of intimidation shall be prohibited. The beneficiary (ies) shall also inform the contracting authority of any breach of ethical standards or code of conduct as set in the present Article. In case the beneficiary (ies) is aware of any violations of the abovementioned standards it shall report in writing within 30 days to the contracting authority
- 4.7. The beneficiary(ies) and its/their staff shall respect human rights, applicable data protection rules and environmental legislation applicable in the country(ies) where the action is taking place and internationally agreed core labour standards, e.g. the ILO core labour standards, conventions on freedom of association and collective bargaining, elimination of forced and compulsory labour, elimination of discrimination in respect of employment and occupation, and the abolition of child labour.
- 4.8. The beneficiary(ies) or any related person shall not abuse of its entrusted power for private gain. The beneficiary(ies) or any of its subcontractors, agents or staff shall not receive or agree to receive from any person or offer or agree to give to any person or procure for any person, gift, gratuity, commission or consideration of any kind as an inducement or reward for performing or refraining from performing any act relating to the performance of the contract or for showing favour or disfavour to any person in relation to the contract. The beneficiary(ies) shall comply with all applicable laws and regulations and codes relating to anti-bribery and anti-corruption.
- 4.9. The payments to the beneficiary(ies) under the contract shall constitute the only income or benefit it may derive in connection with the contract, with the exception of revenue generating activities. The beneficiary(ies) and its/their staff must not exercise any activity or receive any advantage inconsistent with their obligations under the contract.
- 4.10. The execution of the contract shall not give rise to unusual commercial expenses. Unusual commercial expenses are commissions not mentioned in the contract or not stemming from a properly concluded contract referring to the contract, commissions not paid in return for any actual and legitimate service, commissions remitted to a tax haven, commissions paid to a recipient who is not clearly identified or commission paid to a company which has every appearance of being a front company. The contracting authority and the European Commission may carry out documentary or on-the-spot checks they deem necessary to find evidence in case of suspected unusual commercial expenses
- 4.11. The respect of the code of conduct set out in the present Article constitutes a contractual obligation. Failure to comply with the code of conduct is always deemed to be a breach of the contract under Article 12 of the General Conditions. In addition, failure to comply with the provision set out in the present Article can be qualified as grave professional misconduct that may lead either to suspension or termination of the contract, without prejudice to the application of administrative sanctions, including exclusion from participation in future contract award procedures.

ARTICLE 5 - CONFIDENTIALITY

- 5.1. Subject to Article 16, the contracting authority and the beneficiary(ies) undertake to preserve the confidentiality of any information, notwithstanding its form, disclosed in writing or orally in relation to the implementation of this contract and identified in writing as confidential until at least 5 years after the payment of the balance.
- 5.2. The beneficiary(ies) shall not use confidential information for any aim other than fulfilling their obligations under this contract unless otherwise agreed with the contracting authority.
- 5.3. Where the European Commission is not the contracting authority it shall still have access to all documents communicated to the contracting authority and shall maintain the same level of confidentiality.

ARTICLE 6 - VISIBILITY

- 6.1. Unless the European Commission agrees or requests otherwise, the beneficiary(ies) shall take all necessary steps to publicise the fact that the European Union has financed or co-financed the action. Such measures shall comply with the Communication and Visibility Requirements for European Union External Actions laid down and published by the European Commission, that can be found at https://ec.europa.eu/europeaid/sites/devco/files/communication-visibility-requirements-2018_en.pdf (for actions within DG DEVCO's remit) and at https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/visibility_requirements_near_english.pdf (for actions within DG NEAR's remit) or with any other guidelines agreed between the European Commission and the beneficiary(ies).
- 6.2. The coordinator shall submit a communication plan for the approval of the European Commission and report on its implementation in accordance with Article 2.
- 6.3. In particular, the beneficiary(ies) shall mention the action and the European Union's financial contribution in information given to the final recipients of the action, in its internal and annual reports, and in any dealings with the media. It shall display the European Union logo wherever appropriate.
- 6.4. Any notice or publication by the beneficiary(ies) concerning the action, including those given at conferences or seminars, shall specify that the action has received European Union funding. Any publication by the beneficiary(ies), in whatever form and by whatever medium, including the internet, shall include the following statement: 'This document has been produced with the financial assistance of the European Union. The contents of this document are the sole responsibility of < beneficiary(ies)'s name > and can under no circumstances be regarded as reflecting the position of the European Union.'
- 6.5. The beneficiary(ies) authorises the contracting authority and the European Commission (where it is not the contracting authority) to publish its name and address, nationality, the purpose of the grant, duration and location as well as the maximum amount of the grant and the rate of funding of the action's costs, as laid down in Article 3 of the special conditions. Derogation from publication of this information may be granted if it could endanger the beneficiary(ies) or harm their interests.

ARTICLE 7 - OWNERSHIP/USE OF RESULTS AND ASSETS

- 7.1. Unless otherwise stipulated in the special conditions, ownership of, and title and intellectual and industrial property rights to, the action's results, reports and other documents relating to it will be vested in the beneficiary(ies).

- 7.2. Without prejudice to Article 7.1, the beneficiary(ies) grant the contracting authority (and the European Commission where it is not this contracting authority) the right to use freely and as it sees fit, and in particular, to store, modify, translate, display, reproduce by any technical procedure, publish or communicate by any medium all documents deriving from the action whatever their form, provided it does not thereby breach existing industrial and intellectual property rights.
- 7.3. The beneficiary(ies) shall ensure that it has all rights to use any pre-existing intellectual property rights necessary to implement this contract.
- 7.4. In case natural, recognizable persons are depicted in a photograph or film, the coordinator shall, in the final report to the contracting authority, submit a statement of these persons giving their permissions for the described use of their images. The above does not refer to photographs taken or films shot in public places where random members of the public are identifiable only hypothetically and to public persons acting in their public activities.
- 7.5. Unless otherwise clearly specified in the description of the action in Annex I, the equipment, vehicles and supplies paid for by the budget for the action shall be transferred to the final beneficiaries of the action, at the latest when submitting the final report.

If there are no final beneficiaries of the action to whom the equipment, vehicles and supplies can be transferred, the beneficiary(ies) may transfer these items to:

- local authorities
- local beneficiary(ies)
- local affiliated entity(ies)
- another action funded by the European Union
- or, exceptionally, retain ownership of these items.

In such cases, the coordinator shall submit a justified written request for authorisation to the contracting authority, with an inventory listing the items concerned and a proposal concerning their use, in due time and at the latest with the submission of the final report.

In no event may the end use jeopardize the sustainability of the action or result in a profit for the beneficiary(ies).

- 7.6 Copies of the proofs of transfer of any equipment and vehicles for which the purchase cost was more than EUR 5000 per item, shall be attached to the final report. Proofs of transfer of equipment and vehicles whose purchase cost was less than EUR 5000 per item shall be kept by the beneficiary(ies) for control purposes.

ARTICLE 8 – MONITORING AND EVALUATION OF THE ACTION

- 8.1. Annex I shall describe in detail the monitoring and evaluation arrangements that the beneficiary(ies) will put in place.
- 8.2. If the European Commission carries out an interim or ex post evaluation or a monitoring exercise, the coordinator shall undertake to provide it and/or the persons authorised by it with the documents or information necessary for the evaluation or monitoring exercise.

Representatives of the European Commission shall be invited to participate in the main monitoring and in the evaluation exercises relating to the performance of the action performed by the beneficiary(ies). The European Commission shall be invited to comment the evaluation(s) terms of reference before the exercise is launched as well as the draft report(s) before they are finalised.

- 8.3. If either the beneficiary(ies) or the European Commission carries out or commissions an evaluation or monitoring exercise in the course of the action, it shall provide the other with a copy of the related report. All the evaluation and monitoring reports, including final values for each of the indicators in the logical framework, shall be submitted to the European Commission with the final narrative report (annex VI).

ARTICLE 9 — AMENDMENT OF THE CONTRACT.

- 9.1. Any amendment to this contract, including the annexes thereto, shall be set out in writing. This contract can be modified only during its execution period.
- 9.2. The amendment may not have the purpose or the effect of making changes to this contract that would call into question the grant award decision or be contrary to the equal treatment of applicants. The maximum grant referred to in Article 3.2 of the special conditions shall not be increased.
- 9.3. If an amendment is requested by the beneficiary(ies), the coordinator shall submit a duly justified request to the contracting authority thirty days before the date on which the amendment should enter into force, unless there are special circumstances duly substantiated and accepted by the contracting authority.
- 9.4. Where the amendment to the budget does not affect the expected results of the action (i.e. impact, outcomes, outputs), and the financial impact is limited to a transfer between items within the same main budget heading including cancellation or introduction of an item, or a transfer between main budget headings involving a variation of 25% or less of the amount originally entered (or as modified by addendum) in relation to each concerned main heading for eligible costs, the coordinator may amend the budget and must inform the contracting authority accordingly, in writing and at the latest in the next report. This method may not be used to amend the headings for indirect costs, for the contingency reserve, for in-kind contributions or the amounts or rates of simplified cost options defined in the contract.

Changes in Description of the Action and the Logical Framework that affect the expected results (impact, outcomes, outputs) shall be agreed in writing with the contracting authority before the modification takes place. Approved changes must be explained in the next report.

- 9.5. Changes of address, bank account or auditor may simply be notified by the coordinator. However, in duly substantiated circumstances, the contracting authority may oppose the coordinator's choice.
- 9.6. The contracting authority reserves the right to require that the auditor referred to in Article 5.2 of the special conditions be replaced if considerations which were unknown when this contract was signed cast doubt on the auditor's independence or professional standards.

ARTICLE 10 — IMPLEMENTATION

Implementation contracts

- 10.1. If the implementation of the action requires the beneficiary(ies) to procure goods, works or services, it shall respect the contract-award rules and rules of nationality and origin set out in Annex IV of this contract.
- 10.2. To the extent relevant, the beneficiary(ies) shall ensure that the conditions applicable to them under Articles 3, 4, 6 and 16 of these general conditions are also applicable to contractors awarded an implementation contract.

- 10.3. The coordinator shall provide in its report to the contracting authority a comprehensive and detailed report on the award and implementation of the contracts awarded under Article 10.1, in accordance with the reporting requirements in section 2 of Annex VI.

Subcontracting

- 10.4. Beneficiary(ies) may subcontract tasks forming part of the action. If it does so, it must ensure that, in addition to the conditions specified in Article 10.1, 10.2 and 10.3, the following conditions are also complied with:
- subcontracting does not cover core tasks of the action;
 - recourse to subcontracting is justified because of the nature of the action and what is necessary for its implementation;
 - the estimated costs of the subcontracting are clearly identifiable in the estimated budget set out in Annex III;
 - [any recourse to subcontracting, if not provided for in Annex I, is communicated by the beneficiary and approved by the Contracting Authority].

Financial support to third parties

- 10.5. In order to support the achievement of the objectives of the action, and in particular where the implementation of the action requires financial support to be given to third parties, the beneficiary(ies) may award financial support if so provided by the special conditions.
- 10.6. The maximum amount of financial support shall be limited to EUR 60 000 per each third party, except where achieving the objectives of the actions would otherwise be impossible or overly difficult.
- 10.7. The description of the action, in conformity with the relevant instructions given in this regard by the contracting authority, shall define the types of entities eligible for financial support and include a fixed list with the types of activity which may be eligible for financial support. The criteria for the selection of the third parties recipient of this financial support, including the criteria for determining its exact amount, shall also be specified.
- 10.8. The coordinator shall provide in its report to the contracting authority a comprehensive and detailed report on the award and implementation of any financial support given. These reports should provide, amongst other, information on the award procedures, on the identities of the recipient of financial support, the amount granted, the results achieved, the problems encountered and solutions found, the activities carried out as well as a timetable of the activities which still need to be carried out.
- 10.9. To the extent relevant, the beneficiary(ies) shall ensure that the conditions applicable to them under Articles 3, 4.1-4.4, 6 and 16 of these general conditions are also applicable to third parties awarded financial support.

ARTICLE 11 – EXTENSION AND SUSPENSION

Extension

- 11.1. The coordinator shall inform the contracting authority without delay of any circumstances likely to hamper or delay the implementation of the action. The coordinator may request an extension of the action's implementation period as laid down in Article 2 of the special conditions in accordance with Article 9. The request shall be accompanied by all the supporting evidence needed for its appraisal.

Suspension by the coordinator

- 11.2. The coordinator may suspend implementation of the action, or any part thereof, if exceptional circumstances, notably of force majeure, make such implementation excessively difficult or dangerous. The coordinator shall inform the contracting authority without delay, stating the nature, probable duration and foreseeable effects of the suspension.
- 11.3. The coordinator or the contracting authority may then terminate this contract in accordance with Article 12.1. If the contract is not terminated, the beneficiary(ies) shall endeavour to minimise the time of its suspension and any possible damage and shall resume implementation once circumstances allow, informing the contracting authority accordingly.

Suspension by the contracting authority

- 11.4. The contracting authority may request the beneficiary(ies) to suspend implementation of the action, or any part thereof, if exceptional circumstances, notably of force majeure, make such implementation excessively difficult or dangerous. To this purpose, the contracting authority shall inform the coordinator stating the nature and probable duration of the suspension.
- 11.5. The coordinator or the contracting authority may then terminate this contract in accordance with Article 12.1. If the contract is not terminated, the beneficiary(ies) shall endeavour to minimise the time of its suspension and any possible damage and shall resume implementation once circumstances allow and after having obtained the approval of the contracting authority.
- 11.6. The contracting authority may also suspend this contract or the participation of a beneficiary(ies) in this contract if the contracting authority has evidence that, or if, for objective and well justified reasons, the contracting authority deems necessary to verify whether presumably:
- a) the grant award procedure or the implementation of the action have been subject to breach of obligations, irregularities or fraud;
 - b) the beneficiary(ies) have breached any substantial obligation under this contract.
- 11.7. The coordinator shall provide any requested information, clarification or document within 30 days of receipt of the requests sent by the contracting authority. If, notwithstanding the information, clarification or document provided by the coordinator, the award procedure or the implementation of the grant prove to have been subject to breach of obligations, irregularities, fraud, or breach of obligations, then the contracting authority may terminate this contract according to Article 12(2) h.

Force majeure

- 11.8. The term force majeure, as used herein covers any unforeseeable events, not within the control of either party to this contract and which by the exercise of due diligence neither party is able to overcome such as acts of God, strikes, lock-outs or other industrial disturbances, acts of the public enemy, wars whether declared or not, blockades, insurrection, riots, epidemics, landslides, earthquakes, storms, lightning, floods, washouts, civil disturbances, explosion. A decision of the European Union to suspend the cooperation with the partner country is considered to be a case of force majeure when it implies suspending funding under this contract.
- 11.9. The beneficiary(ies) shall not be held in breach of its contractual obligations if it is prevented from fulfilling them by circumstances of force majeure.

Extension of the implementation period following a suspension.

- 11.10. In case of suspension according to Articles 11.2, 11.4 and 11.6, the implementation period of the action shall be extended by a period equivalent to the length of suspension, without prejudice to any amendment to the contract that may be necessary to adapt the action to the new implementing conditions. This Article 11.10 does not apply in case of an operating grant.

ARTICLE 12 — TERMINATION OF THE CONTRACT

Termination in case of force majeure

- 12.1. In the cases foreseen in Article 11.2 and 11.4, if the coordinator or the contracting authority believes that this contract can no longer be executed effectively or appropriately, it shall duly consult the other. Failing agreement on a solution, the coordinator or the contracting authority may terminate this contract by serving two months written notice, without being required to pay indemnity.

Termination by the contracting authority

- 12.2. Without prejudice to Article 12.1, in the following circumstances the contracting authority may, after having duly consulted the coordinator, terminate this contract or the participation of any beneficiary(ies) in this contract without any indemnity on its part when:
- a) a beneficiary(ies) fails, without justification, to fulfil any substantial obligation incumbent on them individually or collectively by this contract and, after being given notice by letter to comply with those obligations, still fails to do so or to furnish a satisfactory explanation within 30 days of receipt of the letter;
 - b) a beneficiary(ies) or any person that assumes unlimited liability for the debts of the beneficiary(ies) is bankrupt, subject to insolvency or winding up procedures, is having its assets administered by a liquidator or by the courts, has entered into an arrangement with creditors, has suspended business activities, or is in any analogous situation arising from a similar procedure provided for under any national law or regulations relevant to the beneficiary(ies);
 - c) a beneficiary(ies), or any related entity or person, have been found guilty of grave professional misconduct proven by any means which the contracting authority can justify;
 - d) it has been established by a final judgment or a final administrative decision or by proof in possession of the contracting authority that the beneficiary(ies) has been guilty of fraud, corruption, involvement in a criminal organisation, money laundering or terrorist financing, terrorist related offences, child labour or other forms of trafficking in human beings or circumventing fiscal, social or any other applicable legal obligations, including through the creation of an entity for this purpose;
 - e) a change to a beneficiary(ies)'s legal, financial, technical, organisational or ownership situation or the termination of the participation of a beneficiary(ies) substantially affects the implementation of this contract or calls into question the decision awarding the grant;
 - f) a beneficiary(ies) or any related person, are guilty of misrepresentation in supplying the information required in the award procedure or in the implementation of the action or fail to supply – or fail to supply within the deadlines set under this contract - any information related to the action required by the contracting authority;

- g) a beneficiary(ies) has not fulfilled obligations relating to the payment of social security contributions or the payment of taxes in accordance with the legal provisions of the country in which it is established;
- h) the contracting authority has evidence that a beneficiary(ies), or any related entity or person, has committed breach of obligations, irregularities or fraud in the award procedure or in the implementation of the action;
- i) a beneficiary(ies) is subject to an administrative penalty referred to in Article 12.8;
- j) the contracting authority has evidence that a beneficiary(ies) is subject to a conflict of interests;
- k) the European Commission has evidence that a beneficiary(ies) has committed systemic or recurrent errors or irregularities, fraud, or serious breach of obligations under other grants financed by the European Union and awarded to that specific beneficiary(ies) under similar conditions, provided that those errors, irregularities, fraud or serious breach of obligations have a material impact on this grant.

The cases of termination under points (b), (c), (d), (h), (j) and (k) may refer also to persons who are members of the administrative, management or supervisory body of the beneficiary(ies) and/or to persons having powers of representation, decision or control with regard to the beneficiary(ies).

- 12.3. In the cases referred to in points (c), (f), (h) and (k) above, any related person means any physical person with powers of representation, decision-making or control in relation to the beneficiary(ies). Any related entity means, in particular, any entity which meets the criteria laid down by Article 1 of the Seventh Council Directive No 83/349/EEC of 13 June 1983.

Termination of a beneficiary(ies) participation by the coordinator

- 12.4. In duly justified cases, the participation of a beneficiary(ies) in this contract may be also terminated by the coordinator. To this purpose, the coordinator shall communicate to the contracting authority the reasons for the termination of its participation and the date on which the termination shall take effect, as well as a proposal on the reallocation of the tasks of the beneficiary(ies) whose participation is terminated, or on its possible replacement. The proposal shall be sent in good time before the termination is due to take effect. If the contracting authority agrees, the contract shall be amended accordingly in conformity with Article 9.

End date

- 12.5. The payment obligations of the European Union under this contract shall end 18 months after the implementation period laid down in Article 2 of the special conditions, unless this contract is terminated according to Article 12.

The contracting authority shall postpone this end date, so as to be able to fulfil its payment obligations, in all cases where the coordinator has submitted a payment request in accordance with contractual provisions or, in case of dispute, until completion of the dispute settlement procedure provided for in Article 13. The contracting authority shall notify the coordinator of any postponement of the end date.

- 12.6. This contract will be terminated automatically if it has not given rise to any payment by the contracting authority within two years of its signature.

Effects of termination

- 12.7. Upon termination of this contract the coordinator shall take all immediate steps to bring the action to a close in a prompt and orderly manner and to reduce further expenditure to a minimum.

Without prejudice to Article 14, the beneficiary(ies) shall be entitled to payment only for the part of the action carried out, excluding costs relating to current commitments that are due to be executed after termination.

To this purpose, the coordinator shall introduce a payment request to the contracting authority within the time limit set by Article 15.2 starting from the date of termination.

In the event of termination according to Article 12.1, the contracting authority may agree to reimburse the unavoidable residual expenditures incurred during the notice period, provided, the first paragraph of this Article 12.7 has been properly executed.

In the cases of termination foreseen in Article 12.2 a), c), d), f), h) and k) the contracting authority may, after having properly consulted the coordinator and depending on the gravity of the failings, request full or partial repayment of amounts unduly paid for the action.

Administrative sanctions

- 12.8 Without prejudice to the application of other remedies laid down in the contract, a sanction of exclusion from all contracts and grants financed by the EU, may be imposed, after an adversarial procedure in line with the applicable Financial Regulation, upon the beneficiary(ies) who, in particular,

a) is guilty of grave professional misconduct, has committed irregularities or has shown significant deficiencies in complying with the main obligations in the performance of the contract or has been circumventing fiscal, social or any other applicable legal obligations, including through the creation of an entity for this purpose. The duration of the exclusion shall not exceed the duration set by final judgement or final administrative decision or, in the absence thereof, three years;

b) is guilty of fraud, corruption, participation in a criminal organisation, money laundering, terrorist-related offences, child labour or trafficking in human beings. The duration of the exclusion shall not exceed the duration set by final judgement or final administrative decision or, in the absence thereof, five years;

- 12.9 In the situations mentioned in Article 12.8, in addition or in alternative to the sanction of exclusion, the beneficiary(ies) may also be subject to financial penalties up to 10% of the contract value.

- 12.10 Where the contracting authority is entitled to impose financial penalties, it may deduct such financial penalties from any sums due to the beneficiary(ies) or call on the appropriate guarantee.

- 12.11 The decision to impose administrative sanctions may be published on a dedicated internet-site, explicitly naming the beneficiary(ies).

ARTICLE 13 — APPLICABLE LAW AND DISPUTE SETTLEMENT

- 13.1. This contract shall be governed by the law of the country of the contracting authority or, where the contracting authority is the European Commission, by the applicable European Union law complemented where necessary by the law of Belgium.

- 13.2. The parties to this contract shall do everything possible to settle amicably any dispute arising between them during the implementation of this contract. To that end, they shall communicate their positions and any solution that they consider possible in writing, and meet each other at either's request. The coordinator and the contracting authority shall reply to a request sent for an amicable settlement within 30 days. Once this period has expired, or if the attempt to reach amicable settlement has not produced an agreement within 120 days of the first request, the coordinator or the contracting authority may notify the other part that it considers the procedure to have failed.
- 13.3. In the event of failure to reach an amicable agreement, the dispute may by common agreement of the coordinator and the contracting authority be submitted for conciliation by the European Commission if it is not the contracting authority. If no settlement is reached within 120 days of the opening of the conciliation procedure, each party may notify the other that it considers the procedure to have failed.
- 13.4. In the event of failure of the above procedures, each party to this contract may submit the dispute to the courts of the country of the contracting authority, or to the Brussels courts where the contracting authority is the European Commission.

FINANCIAL PROVISIONS

ARTICLE 14 — ELIGIBLE COSTS

Cost eligibility criteria

- 14.1. Eligible costs are actual costs incurred by the beneficiary(ies) which meet all the following criteria:
- a) they are incurred during the implementation of the action as specified in Article 2 of the special conditions. In particular:
 - (i) Costs relating to services and works shall relate to activities performed during the implementation period. Costs relating to supplies shall relate to delivery and installation of items during the implementation period. Signature of a contract, placing of an order, or entering into any commitment for expenditure within the implementation period for future delivery of services, works or supplies after expiry of the implementation period do not meet this requirement. Cash transfers between the coordinator and/or the other beneficiary(ies) and/or affiliated entity(ies) may not be considered as costs incurred;
 - (ii) Costs incurred should be paid before the submission of the final reports. They may be paid afterwards, provided they are listed in the final report together with the estimated date of payment;
 - (iii) An exception is made for costs relating to final reports, including expenditure verification, audit and final evaluation of the action, which may be incurred after the implementation period of the action;
 - (iv) Procedures to award contracts, as referred to in Article 10, may have been initiated and contracts may be concluded by the beneficiary(ies) before the start of the implementation period of the action, provided the provisions of Annex IV have been respected.
 - b) they are indicated in the estimated overall budget for the action;
 - c) they are necessary for the implementation of the action;

- d) they are identifiable and verifiable, in particular being recorded in the accounting records of the beneficiary(ies) and determined according to the accounting standards and the usual cost accounting practices applicable to the beneficiary(ies);
- e) they comply with the requirements of applicable tax and social legislation;
- f) they are reasonable, justified and comply with the requirements of sound financial management, in particular regarding economy and efficiency.

Eligible direct costs

14.2. Subject to Article 14.1 and, where relevant, to the provisions of Annex IV being respected, the following direct costs of the beneficiary(ies) shall be eligible:

- a) the cost of staff assigned to the action, corresponding to actual gross salaries including social security charges and other remuneration-related costs (excluding bonuses); salaries and costs shall not exceed those normally borne by the beneficiary(ies), unless it is justified by showing that it is essential to carry out the action;
- b) travel and subsistence costs for staff and other persons taking part in the action, provided they do not exceed those normally borne by the beneficiary(ies) according to its rules and regulations. In addition, the rates published by the European Commission at the time of contract signature may never be exceeded;
- c) purchase costs for equipment (new or used) and supplies specifically dedicated to the purposes of the action, provided that ownership is transferred at the end of the action when required in Article 7.5.
- d) depreciation, rental or leasing costs for equipment (new or used) and supplies specifically dedicated to the purposes of the action;
- e) costs of consumables specifically dedicated to the action;
- f) costs of service, supply and work contracts awarded by the beneficiary(ies) for the purposes of the action referred to in Article 10; this includes the costs for mobilising expertise to improve the quality of the logical framework (e.g. accuracy of baselines, monitoring systems, etc.), both at the beginning and during the implementation of the Action.
- g) costs deriving directly from the requirements of the contract (dissemination of information, evaluation specific to the action, audits, translation, reproduction, insurance, etc.) including financial service costs (in particular the cost of transfers and financial guarantees where required according to the contract);
- h) duties, taxes and charges, including VAT, related to the purposes of the action, paid and not recoverable by the beneficiary(ies), unless otherwise provided in the special conditions;
- i) overheads, in the case of an operating grant.
- j) project office costs:

Costs actually incurred in relation to a project office used for the action or a portion of these costs may be accepted as eligible direct costs if:

1. the need for setting up or using a project office is recognised by the Contracting Authority in the Special Conditions;
2. the description of the project office, the services or resources it makes available, its overall capacity and (where applicable) the distribution key are provided in the Description of the Action and the Budget;

3. (where applicable) the distribution key reasonably reflects the portion of the resources or services needed by and actually used for the Action;
4. the costs concerned comply with the cost eligibility criteria referred to in Article 14.1;
5. they fall within one of the following categories:
 - i) costs of staff directly assigned to the operations of the project office;
 - ii) depreciation costs, rental costs or lease of building, equipment and assets;
 - iii) costs of maintenance and repair contracts;
 - iv) costs of consumables and supplies specifically dedicated to the action;
 - v) costs of IT and telecommunication services;
 - vi) costs of facility management contracts including security fees and insurance costs;
 - vii) duties, taxes and charges, including VAT, related to the purposes of the action, paid and not recoverable by the beneficiary(ies), unless otherwise provided in the special conditions.

Performance-based financing

- 14.3. The payment of the EU contribution may be partly or entirely linked to the achievement of results measured by reference to previously set milestones or through performance indicators. Such performance-based financing is not subject to other sub-articles of Article 14. The relevant results and the means to measure their achievement shall be clearly described in Annex I.

The amount to be paid per achieved result shall be set out in Annex III. The method to determine the amount to be paid per achieved result shall be clearly described in Annex I, take into account the principle of sound financial management and avoid double-financing of costs.

The organisation shall not be obliged to report on costs linked to the achievement of results. However the organisation shall submit any necessary supporting documents, including where relevant accounting documents, to prove that the results triggering the payment as defined in Annex I and III have been achieved. Articles 15.1 (schedule of payment), 15.7 (expenditure verification), 17.3 (no profit) do not apply to the part of the action supported by way of result-based financing.

Simplified cost options

- 14.4. In accordance with the detailed provisions in Annex III and Annex K to the Guidelines for grant applicants, eligible costs may also be constituted by any or a combination of the following cost options:
- a) unit costs;
 - b) lump sums;
 - c) flat-rate financing;
- 14.5. The methods used by the beneficiary(ies) to determine unit costs, lump sums, flat-rates shall be clearly described and substantiated in Annex III and shall ensure compliance with

the principle of co-financing and no double funding. The information used can be based on the beneficiary(ies)'s historical and/or actual accounting and cost accounting data, external information where available and appropriate, statistical data or expert judgment (provided by internally available experts or procured) or other objective information.

Where possible and appropriate, lump sums, unit costs or flat rates shall be determined in such a way as to allow their payment upon achievement of concrete outputs and/or results. If a result entails several outputs or sub-results, it should be broken down into sub budget lines and each output or sub-result should be attributed a portion of the amount stated for the result to allow partial payments in case the result is not achieved.

Costs declared under simplified cost options shall satisfy the eligibility criteria set out in Article 14.1 and 14.2. They do not need to be backed by accounting or supporting documents, save those necessary to demonstrate the fulfillment of the conditions for reimbursement established in Annex I, III and Annex K to the Guidelines for grant applicants.

These costs may not include ineligible costs as referred to in Article 14.11 or costs already declared under another costs item or heading of the budget of this contract.

The amounts or rates of unit costs, lump sums or flat-rates set out in Annex III may not be amended unilaterally and may not be challenged by ex post verifications.

- 14.6. Simplified cost options that are not result based shall not be authorized unless they have been ex ante-assessed in accordance with Annex K to the Guidelines for grant applicants.

Contingency reserve

- 14.7. A reserve for contingencies and/or possible fluctuations in exchange rates not exceeding 5% of the direct eligible costs may be included in the budget for the action, to allow for adjustments necessary in the light of unforeseeable changes of circumstances on the ground. It can be used only with the prior written authorisation of the contracting authority, upon duly justified request by the coordinator.

Indirect costs

- 14.8. The indirect costs for the action are those eligible costs which may not be identified as specific costs directly linked to the implementation of the action and may not be booked to it directly according to the conditions of eligibility in Article 14.1. However, they are incurred by the beneficiary(ies) in connection with the eligible direct costs for the action. They may not include ineligible costs as referred to in Article 14.11 or costs already declared under another costs item or heading of the budget of this contract.

To the extent that it would not generate a profit within the framework of the action, a fixed percentage of the total amount of direct eligible costs of the action not exceeding the percentage laid down in Article 3.3 of the special conditions may be claimed to cover indirect costs for the action.

Indirect costs shall not be eligible under a grant for an action awarded to a beneficiary who already receives an operating grant financed from the European Union budget during the period in question.

Article 14.8 does not apply in the case of an operating grant.

In kind contributions

- 14.9. Any contributions in kind, which shall be listed separately in Annex III, do not represent actual expenditure and are not eligible costs. Unless otherwise specified in the special conditions, contributions in kind may not be treated as co-financing by the beneficiary(ies).

If contributions in kind are accepted as co-financing, the beneficiary(ies) shall ensure they comply with national tax and social security rules.

Notwithstanding the above, if the description of the action provides for contributions in kind, such contributions have to be provided.

Volunteers' work

- 14.10. The value of the work provided by volunteers can be recognised as eligible cost of the action and may be treated as co-financing by the beneficiary(ies).

Where the estimated eligible costs include costs for volunteers' work, the EC contribution shall not exceed the estimated eligible costs other than the costs for volunteers' work.

Beneficiaries shall declare personnel costs for the work carried out by volunteers on the basis of unit costs authorised in accordance with Article 14.4 and following¹.

This type of costs must be presented separately from other eligible costs in the estimated budget. The value of the volunteers' work must always be excluded from the calculation of indirect costs.

Volunteers' work may comprise up to 50 % of the co-financing, the latter corresponding to the part not financed by the EU contribution.

Non-eligible costs

- 14.11. The following costs shall not be considered eligible:

- a) debts and debt service charges (interest);
- b) provisions for losses, debts or potential future liabilities;
- c) costs declared by the beneficiary(ies) and financed by another action or work programme receiving a European Union grant (including through the European Development Fund);
- d) purchases of land or buildings, except where necessary for the direct implementation of the action and according to the conditions specified in the special conditions; in all cases the ownership shall be transferred in accordance with Article 7.5, at the latest at the end of the action;
- e) currency exchange losses;
- f) credits to third parties, unless otherwise specified in the special conditions;
- g) in kind contributions (except for volunteers' work);

¹ The value of such unit costs will be determined by the Commission.

- h) salary costs of the personnel of national administrations, unless otherwise specified in the special conditions and only to the extent that they relate to the cost of activities which the relevant public authority would not carry out if the action were not undertaken;
- i) bonuses included in costs of staff.

Affiliated entities

- 14.12. Where the special conditions contain a provision on entities affiliated to a beneficiary, costs incurred by such entity may be eligible, provided that they satisfy the same conditions under Articles 14 and 16, and that the beneficiary ensures that Articles 3, 4, 5, 6, 8, 10 and 16 are also applicable to the entity.

ARTICLE 15 — PAYMENT AND INTEREST ON LATE PAYMENT

Payment procedures

- 15.1. The contracting authority must pay the grant to the coordinator following one of the payment procedures below, as set out in Article 4 of the special conditions.

Option 1: Actions with an implementation period of 12 months or less or grant of EUR 100 000 or less

- (i) an initial pre-financing payment of 80 % of the maximum amount referred to in Article 3.2 of the special conditions (excluding contingencies);
- (ii) the balance of the final amount of the grant.

Option 2: Actions with an implementation period of more than 12 months and grant of more than EUR 100 000

- (i) an initial pre-financing payment of 100 % of the part of the estimated budget financed by the contracting authority for the first reporting period (excluding contingencies). The part of the budget financed by the contracting authority is calculated by applying the percentage set out in Article 3.2 of the special conditions;
- (ii) further pre-financing payments of 100 % of the part of the estimated budget financed by the contracting authority for the following reporting period (excluding not authorised contingencies):
 - the reporting period is intended as a twelve-month period unless otherwise provided for in the special conditions. When the remaining period to the end of the action is up to 18 months, the reporting period shall cover it entirely;
 - within 60 days following the end of the reporting period, the coordinator shall present an interim report or, if unable to do so, it shall inform the contracting authority of the reasons and provide a summary of progress of the action;
 - if at the end of the reporting period the part of the expenditure actually incurred which is financed by the contracting authority is less than 70 % of the previous payment (and 100 % of any previous payments), the further pre-financing payment shall be reduced by the amount corresponding to the difference between the 70 % of the previous pre-financing payment and the part of the expenditure actually incurred which is financed by the contracting authority;

- the coordinator may submit a request for further pre-financing payment before the end of the reporting period, when the part of the expenditure actually incurred which is financed by the contracting authority is more than 70 % of the previous payment (and 100 % of any previous payments). In this case, the following reporting period starts anew from the end date of the period covered by this payment request;
- in addition, for grants of more than EUR 5 000 000, a further pre-financing payment may be made only if the part financed by the contracting authority of the eligible costs approved is at least equal to the total amount of all the previous payments excluding the last one;
- the total sum of pre-financing payments may not exceed 90 % of the amount referred to in Article 3.2 of the special conditions, excluding not authorised contingencies;

(iii) the balance of the final amount of the grant.

Option 3: All actions

(i) the final amount of the grant.

Submission of final reports

15.2. The coordinator shall submit the final report to the contracting authority no later than three months after the implementation period as defined in Article 2 of the special conditions. The deadline for submission of the final report is extended to six months where the coordinator does not have its headquarters in the country where the action is implemented.

Payment request

15.3. The payment request shall be drafted using the model in Annex V and shall be accompanied by:

- a) a narrative and financial report in line with Article 2;
- b) a forecast budget for the following reporting period in case of request of further pre-financing;
- c) an expenditure verification report or a detailed breakdown of expenditure if required under Article 15.7;

For the purposes of the initial pre-financing payment, the signed contract serves as payment request. A financial guarantee shall be attached if required in the special conditions.

Payment shall not imply recognition of the regularity or of the authenticity, completeness and correctness of the declarations and information provided.

Payment deadlines

15.4. The initial pre-financing payment shall be made within 30 days of receipt of the payment request by the contracting authority.

Further pre-financing payments and payments of the balance shall be made within 60 days of receipt of the payment request by the contracting authority.

However, further pre-financing payments and payments of the balance shall be made within 90 days of receipt of the payment request by the contracting authority in any of the following cases:

- a) one beneficiary with affiliated entity(ies);
- b) if more than one beneficiary is party to this contract;
- c) if the Commission is not the contracting authority
- d) for grants exceeding EUR 5 000 000

The payment request is deemed accepted if there is no written reply by the contracting authority within the deadlines set above.

Suspension of the period for payments

15.5. Without prejudice to Article 12, the time-limits for payments may be suspended by notifying the coordinator that:

- a) the amount indicated in its request of payments is not due, or;
- b) proper supporting documents have not been supplied, or;
- c) clarifications, modifications or additional information to the narrative or financial reports are needed, or;
- d) there are doubts on the eligibility of expenditure and it is necessary to carry out additional checks, including on-the-spot checks or an audit to make sure that the expenditure is eligible, or;
- e) it is necessary to verify, including through an OLAF investigation, whether presumed breach of obligations, irregularities or fraud have occurred in the grant award procedure or the implementation of the action, or;
- f) it is necessary to verify whether the beneficiary(ies) have breached any substantial obligations under this contract, or;
- g) the visibility obligations set out in Article 6 are not complied with.

The suspension of the time-limits for payments starts when the above notification is sent to the coordinator. The time-limit starts running again on the date on which a correctly formulated request for payment is recorded. The coordinator shall provide any requested information, clarification or document within 30 days of the request.

If, notwithstanding the information, clarification or document provided by the coordinator, the payment request is still inadmissible, or if the award procedure or the implementation of the grant proves to have been subject to irregularities, fraud, or breach of obligations, then the contracting authority may suspend payments, and in the cases foreseen in Article 12, terminate accordingly this contract.

In addition, the contracting authority may also suspend payments as a precautionary measure without prior notice, prior to, or instead of, terminating this contract as provided for in Article 12.

Interest on late payment

15.6. If the contracting authority pays the coordinator after the time limit, it shall pay default interest as follows:

- a) at the rediscount rate applied by the central bank of the country of the contracting authority if payments are in the currency of that country;

- b) at the rate applied by the European Central Bank to its main refinancing transactions in euro, as published in the Official Journal of the European Union, C series, if payments are in euro;
- c) on the first day of the month in which the time-limit expired, plus three and a half percentage points. The interest will be payable for the time elapsed between the expiry of the payment deadline and the date on which the contracting authority's account is debited.

By way of exception, when the interest calculated in accordance with this provision is lower than or equal to EUR 200, it will be paid to the coordinator only upon demand submitted within two months of receiving late payment.

The default interest is not considered as income for the purposes of Article 17.

This Article 15.6 does not apply if the coordinator is a European Union Member State, including regional and local government authorities or other public body acting in the name and on behalf of the Member State for the purpose of the contract.

Expenditure verification report

15.7. The coordinator must provide an expenditure verification report for:

- a) any request for further pre-financing payment in case of grants of more than EUR 5 000 000;
- b) any final report in the case of a grant of more than EUR 100 000.

The expenditure verification report shall conform to the model in Annex VII and shall be produced by an auditor approved or chosen by the contracting authority. The auditor shall meet the requirements set out in the terms of reference for expenditure verification in Annex VII.

The auditor shall examine whether the costs declared by the beneficiary(ies) and the revenue of the action are real, accurately recorded and eligible under this contract. The expenditure verification report shall cover all expenditure not covered by any previous expenditure verification report.

If no expenditure verification is required with requests for pre-financing payments, a detailed breakdown of expenditure covering the preceding reporting periods not already covered, shall be provided for every other request for further pre-financing payment and starting with the second request for further pre-financing payment (i.e. 3rd, 5th, 7th... pre-financing payment).

The detailed breakdown of expenditure shall provide the following information for each cost heading in the financial report and for all underlying entries and transactions: amount of the entry or transaction, accounting reference (e.g. ledger, journal or other relevant reference) description of the entry or transaction (detailing the nature of the expenditure) and reference to underlying documents (e.g. invoice number, salary slip or other relevant reference), in line with Article 16.1. It shall be provided in electronic form and spread sheet format (excel or similar) whenever possible.

The detailed breakdown of expenditure shall be supported by a declaration of honour by the coordinator that the information in the payment request is full, reliable and true and that the costs declared have been incurred and can be considered as eligible in accordance to this contract.

The final report shall in all cases include a detailed breakdown of expenditure covering the whole action.

When the grant takes the form of reimbursement of eligible costs actually incurred and is only expressed in terms of an absolute value (and not as a percentage of the EU contribution to the total eligible costs), verification can be limited to the amount paid by the Commission for the action concerned (i.e. it does not need to cover the whole action).

Where the coordinator is a government department or a public body, the contracting authority may accept to substitute the expenditure verification with a detailed breakdown of expenditure.

The expenditure verification report shall not be provided by the coordinator if the verification is directly done by the contracting authority's own staff, by the Commission or by a body authorised to do so on their behalf, according to Article of 5.2 of the special conditions.

Financial guarantee

- 15.8. If the grant exceeds EUR 60 000 the contracting authority may request a financial guarantee for the amount of the initial pre-financing payment.

The guarantee shall be denominated in euro or in the currency of the contracting authority, conforming to the model in Annex VIII. The guarantee shall be provided by an approved bank or financial institution established in one of the Member States of the European Union. Where the coordinator is established in a third country, the contracting authority may agree that a bank or financial institution established in that third country may provide the guarantee if the contracting authority considers that the bank or financial institution offers equivalent security and characteristics as those offered by a bank or financial institution established in a Member State of the European Union. This guarantee shall remain in force until its release by the contracting authority when the payment of the balance is made.

During the execution of the contract, if the natural or legal person providing the guarantee (i) is not able or willing to abide by its commitments, (ii) is not authorised to issue guarantees to contracting authorities, or (iii) appears not to be financially reliable, or the financial guarantee ceases to be valid, and the coordinator fails to replace it, either a deduction equal to the amount of the pre-financing may be made by the contracting authority from future payments due to the coordinator under the contract, or the contracting authority shall give formal notice to the coordinator to provide a new guarantee on the same terms as the previous one. Should the coordinator fail to provide a new guarantee, the contracting authority may terminate the contract.

This provision shall not apply if the coordinator is a non-profit organisation, an organisation which has signed a framework partnership agreement with the European Commission, a government department or public body, unless otherwise stipulated in the special conditions.

Rules for currency conversion

- 15.9. The contracting authority shall make payments to the coordinator to the bank account referred to in the financial identification form in Annex V, which allows the identification of the funds paid by the contracting authority. The contracting authority shall make payments in the currency set in the special conditions.

Reports shall be submitted in the currency set out in the special conditions, and may be drawn from financial statements denominated in other currencies, on the basis of the beneficiary(ies)'s applicable legislation and applicable accounting standards. In such case

and for the purpose of reporting, conversion into the currency set in the special conditions shall be made using the rate of exchange at which each contracting authority's contribution was recorded in the beneficiary(ies)'s accounts, unless otherwise provided for in the special conditions. If at the end of the action, a part of the expenses is pre-financed by the beneficiary(ies) (or by other donors), the conversion rate to be applied to this balance is the one set in the special condition according to the beneficiary(ies)'s usual accounting practice. If no specific provision is foreseen in the special conditions, the exchange rate of the last instalment received from the contracting authority will be applied.

- 15.10. Unless otherwise provided for in the special conditions, costs incurred in other currencies than the one used in the beneficiary(ies)'s accounts for the action shall be converted according to its usual accounting practices, provided they respect the following basic requirements: (i) they are written down as an accounting rule, i.e. they are a standard practice of the beneficiary, (ii) they are applied consistently, (iii) they give equal treatment to all types of transactions and funding sources, (iv) the system can be demonstrated and the exchange rates are easily accessible for verifications.

In the event of an exceptional exchange-rate fluctuation, the parties shall consult each other with a view to amending the action in order to lessen the impact of such a fluctuation. Where necessary, the contracting authority may take additional measures such as terminating the contract.

ARTICLE 16 — ACCOUNTS AND TECHNICAL AND FINANCIAL CHECKS

Accounts

- 16.1. The beneficiary(ies) shall keep accurate and regular accounts of the implementation of the action using an appropriate accounting and double-entry book-keeping system.

The accounts:

- a) may be an integrated part of or an adjunct to the beneficiary(ies)'s regular system;
 - b) shall comply with the accounting and bookkeeping policies and rules that apply in the country concerned;
 - c) shall enable income and expenditure relating to the action to be easily traced, identified and verified.
- 16.2. The coordinator shall ensure that any financial report as required under Article 2 can be properly and easily reconciled to the accounting and bookkeeping system and to the underlying accounting and other relevant records. For this purpose the beneficiary(ies) shall prepare and keep appropriate reconciliations, supporting schedules, analyses and breakdowns for inspection and verification.

Right of access

- 16.3. The beneficiary(ies) shall allow verifications to be carried out by the European Commission, the European Anti-Fraud Office, the European Court of Auditors and any external auditor authorised by the contracting authority. The beneficiary(ies) have to take all steps to facilitate their work.
- 16.4. The beneficiary(ies) shall allow the above entities to:
- a) access the sites and locations at which the action is implemented;
 - b) examine its accounting and information systems, documents and databases concerning the technical and financial management of the action;

- c) take copies of documents;
- d) carry out on the-spot-checks;
- e) conduct a full audit on the basis of all accounting documents and any other document relevant to the financing of the action.

16.5. Additionally the European Anti-Fraud Office shall be allowed to carry out on-the-spot checks and inspections in accordance with the procedures laid down by the European Union legislation for the protection of the financial interests of the European Union against fraud and other irregularities.

Where appropriate, the findings may lead to recovery by the European Commission.

16.6. Access given to agents of the European Commission, European Anti-Fraud Office and the European Court of Auditors and to any external auditor authorised by the contracting authority carrying out verifications as provided for by this article as well as by Article 15.7 shall be on the basis of confidentiality with respect to third parties, without prejudice to the obligations of public law to which they are subject.

Record keeping

16.7. The beneficiary(ies) shall keep all records, accounting and supporting documents related to this contract for five years following the payment of the balance and for three years in case of grants not exceeding EUR 60 000, and in any case until any on-going audit, verification, appeal, litigation or pursuit of claim has been disposed of.

They shall be easily accessible and filed so as to facilitate their examination and the coordinator shall inform the contracting authority of their precise location.

16.8. All the supporting documents shall be available either in the original form, including in electronic form, or as a copy.

16.9. In addition to the reports mentioned in Article 2, the documents referred to in this article include:

- a) Accounting records (computerised or manual) from the beneficiary(ies)'s accounting system such as general ledger, sub-ledgers and payroll accounts, fixed assets registers and other relevant accounting information;
- b) Proof of procurement procedures such as tendering documents, bids from tenderers and evaluation reports;
- c) Proof of commitments such as contracts and order forms;
- d) Proof of delivery of services such as approved reports, time sheets, transport tickets, proof of attending seminars, conferences and training courses (including relevant documentation and material obtained, certificates) etc.;
- e) Proof of receipt of goods such as delivery slips from suppliers;
- f) Proof of completion of works, such as acceptance certificates;
- g) Proof of purchase such as invoices and receipts;
- h) Proof of payment such as bank statements, debit notices, proof of settlement by the contractor;
- i) Proof that taxes and/or VAT that have been paid cannot actually be reclaimed;
- j) For fuel and oil expenses, a summary list of the distance covered, the average consumption of the vehicles used, fuel costs and maintenance costs;

- k) Staff and payroll records such as contracts, salary statements and time sheets. For local staff recruited on fixed-term contracts, details of remuneration paid, duly substantiated by the person in charge locally, broken down into gross salary, social security charges, insurance and net salary. For expatriate and/or European-based staff (if the action is implemented in Europe) analyses and breakdowns of expenditure per month of actual work, assessed on the basis of unit prices per verifiable block of time worked and broken down into gross salary, social security charges, insurance and net salary.
- 16.10 Failure to comply with the obligations set forth in Article 16.1 to 16.9 constitutes a case of breach of a substantial obligation under this contract. In this case, the contracting authority may in particular suspend the contract, payments or the time-limit for a payment, terminate the contract and/or reduce the grant.

ARTICLE 17 — FINAL AMOUNT OF THE GRANT

Final amount

- 17.1. The grant may not exceed the maximum ceiling in Article 3.2 of the special conditions either in terms of the absolute value or the percentage stated therein.

If the eligible costs of the action at the end of the action are less than the estimated eligible costs as referred to in Article 3.1 of the special conditions, the grant shall be limited to the amount obtained by applying the percentage laid down in Article 3.2 of the special conditions to the eligible costs of the action approved by the contracting authority.

- 17.2. In addition and without prejudice to its right to terminate this contract pursuant to Article 12, if the action is implemented poorly or partially - and therefore not in accordance with the description of the action in Annex I - or late, the contracting authority may, by a duly reasoned decision and after allowing the beneficiary(ies) to submit its observations, reduce the initial grant in line with the actual implementation of the action and in accordance with the terms of this contract. This applies as well with regards to the visibility obligations set out in Article 6. In case of breach of obligations, fraud or irregularities the contracting authority may also reduce the grant in proportion of the seriousness of breach of obligations, fraud or irregularities.

No profit

- 17.3. The grant may not produce a profit for the beneficiary(ies), unless specified otherwise in Article 7 of the special conditions. Profit is defined as a surplus of the receipts over the eligible costs approved by the contracting authority when the request for payment of the balance is made.
- 17.4. The receipts to be taken into account are the consolidated receipts on the date on which the payment request for the balance is made by the coordinator which fall within one of the two following categories:
- a) EU grant;
 - b) income generated by the action; unless otherwise specified in the special conditions.
- 17.5. In case of an operating grant, amounts dedicated to the building up of reserves shall not be considered as a receipt.
- 17.6. Where the final amount of the grant determined in accordance with the contract would result in a profit, it shall be reduced by the percentage of the profit corresponding to the

final European Union contribution to the eligible costs actually incurred approved by the contracting authority.

- 17.7. The provisions in Article 17.3 and 17.6 shall not apply to:
- a) actions the objective of which is the reinforcement of the financial capacity of a beneficiary, if specified in Article 7 of the special conditions;
 - b) actions which generate an income to ensure their continuity beyond the end of this contract, if specified in Article 7 of the special conditions;
 - c) actions implemented by non-profit organisations;
 - d) study, research or training scholarships paid to natural persons;
 - e) other direct support paid to natural persons in most need, such as unemployed persons and refugees, if specified in Article 7 of the special conditions;
 - f) grants of EUR 60 000 or less.

ARTICLE 18 — RECOVERY

Recovery

- 18.1. If any amount is unduly paid to the coordinator, or if recovery is justified under the terms of this contract, the coordinator undertakes to repay the contracting authority these amounts.
- 18.2. In particular, payments made do not preclude the possibility for the contracting authority to issue a recovery order following an expenditure verification report, an audit or further verification of the payment request.
- 18.3. If a verification reveals that the methods used by the beneficiary(ies) to determine unit costs, lump sums or flat-rates are not compliant with the conditions established in this contract, the contracting authority shall be entitled to reduce the final amount of the grant proportionately up to the amount of the unit costs, lump sums or flat rate financing.
- 18.4. The coordinator undertakes to repay any amounts paid in excess of the final amount due to the contracting authority within 45 days of the issuing of the debit note, the latter being the letter by which the contracting authority requests the amount owed by the coordinator.

Interest on late payments

- 18.5. Should the coordinator fail to make repayment within the deadline set by the contracting authority, the contracting authority may increase the amounts due by adding interest:
- a) at the rediscount rate applied by the central bank of the country of the contracting authority if payments are in the currency of that country;
 - b) at the rate applied by the European Central Bank to its main refinancing transactions in euro, as published in the Official Journal of the European Union, C series, where payments are in euros;

on the first day of the month in which the time-limit expired, plus three and a half percentage points. The default interest shall be incurred over the time which elapses between the date of the payment deadline set by the contracting authority, and the date on which payment is actually made. Any partial payments shall first cover the interest thus established.

Offsetting

18.6. Amounts to be repaid to the contracting authority may be offset against amounts of any kind due to the coordinator, after informing it accordingly. This shall not affect the parties' right to agree on payment in instalments.

Other provisions

18.7. The repayment under Article 18.4 or the offsetting under Article 18.6 amount to the payment of the balance.

18.8. Bank charges incurred by the repayment of amounts due to the contracting authority shall be borne entirely by the coordinator.

18.9. The guarantee securing the prefinancing may be invoked in order to repay any amount owed by the beneficiary(ies), and the guarantor shall not delay payment nor raise objections for any reason whatsoever.

18.10. Without prejudice to the prerogative of the contracting authority, if necessary, the European Union may, as donor, proceed itself to the recovery by any means.

1. Budget for the Action ¹	All Years				Year 1 ²			
	Unit ¹³	# of units	Unit value (in EUR)	Total Cost (in EUR) ³	Total Cost (in EUR)	# of units	Unit value (in EUR)	Total Cost (in EUR)
Costs								
1. Human Resources¹⁴								
1.1 Salaries (gross salaries including social security charges and other related costs, local staff)⁴								
1.1.1 Technical								
1.1.1.1 Training Coordinator (50%)	Per month	17	800	13.600	Per month	5	800	4.000
1.1.1.2 Facilitator Community of Practices (50%)	Per month	13	650	8.450	Per month	5	650	3.250
1.1.1.3 Urban Design technician (2) (50%)	Per month	32	500	16.000	Per month	22	500	11.000
1.1.1.4 Comparative Study Local Team Leader	Per month	22	1.000	22.000	Per month	2	1.000	2.000
1.1.1.5 Comparative Study Researcher (2)	Per month	40	750	30.000	Per month	2	750	1.500
1.1.1.6 Digitization and IT Coordinator (50%)	Per month	16,5	800	13.200	Per month	4,4	800	3.520
1.1.1.7 Trainers	Per day	54	100	5.400	Per day	11	100	1.100
1.2 Salaries (gross salaries including social security charges and other related costs, expat/int. staff)								
1.2.1 Technical								
1.2.1.1 Project Desk Officer (100%)	Per month	36	3.800	136.800	Per month	12	3.800	45.600
1.2.1.2 Integrated Urban Design Coordinator (100%)	Per month	32	3.900	124.800	Per month	9	3.900	35.100
1.2.1.3 Training team coordinator & local development officer (83%)	per month	30	4.100	123.000	Per month	10	4.100	41.000
1.2.1.4 Capacity Building officer (53%)	Per month	19	3.900	74.100	Per month	9	3.900	35.100
1.2.1.5 E-learning officer (39%)	Per month	14	3.900	54.600	Per month	6	3.900	23.400
1.2.1.6 Web Designer and Content Manager (14%)	Per month	5	3.800	19.000	Per month	2	3.800	7.600
1.2.1.7 Communication Manager (25%)	Per month	9	3.800	34.200	Per month	3	3.800	11.400
1.2.2 Administrative/ support staff								
1.2.2.2 Administrator (25%)	Per month	9	3.800	34.200	Per month	12	3.800	45.600
1.3 Per diem for missions/travel⁵								
1.3.1 Abroad (staff assigned to the Action)								
1.3.1.1 International travels to the EU/ITA	Per diem	82	190	15.580	Per diem	24	190	4.560
1.3.1.2 International travels to Mozambique	Per diem	211	150	31.650	Per diem	60	150	9.000
1.3.2 Local (staff assigned to the Action)								
1.3.2.1 National travels within Mozambique (P2P)	Per diem	6	150	900	Per diem	3	150	450
1.3.3 Seminar/conference participants								
Subtotal Human Resources				757.480				285.180
2. Travel⁶								
2.1. International travel								
2.1.1 International flights EU/Mozambique	Per flight	27	1.500	40.500	Per flight	13	1.500	19.500
2.1.2 VISA for short-term	Per unit	30	250	7.500	Per unit	10	250	2.500
2.1.3 Insurances for short-term	Per unit	30	120	3.600	Per unit	10	120	1.200
2.1.4 Return Flight Italy - Belgium	Per flight	3	150	450	Per flight	1	150	150
2.1.5 Local Transportation in Brussels	per visit	3	100	300	per visit	1	100	100
2.1.6 Transportation in Italy	Per day	6	450	2.700	Per day	2	450	900
2.2 Local transportation								
Subtotal Travel				55.050				24.350
3. Equipment and supplies⁷								
3.1 Purchase of vehicles								
3.1.1 Project vehicle (city car or similar)	Per vehicle	1	9.955	9.955	Per vehicle	2	9.955	19.910
3.1.2 Project motorcycle	Per unit	4	2.000	8.000	Per unit	2	2.000	4.000

1. Budget for the Action ¹	All Years				Year 1 ²			
	Unit ¹³	# of units	Unit value (in EUR)	Total Cost (in EUR) ³	Total Cost (in EUR)	# of units	Unit value (in EUR)	Total Cost (in EUR)
Costs								
3.2 Furniture, computer equipment purchase								
3.2.1 Desktop PC	Per unit	2	1.000	2.000	Per unit	2	1.000	2.000
3.2.2 Laptop PC	Per unit	8	750	6.000	Per unit	6	750	4.500
3.2.3 Monitor	Per unit	3	450	1.350	Per unit	2	450	900
3.2.4 IT equipment and cabling	per office	1	2.000	2.000	per office	0,5	2.000	1.000
3.3 Purchase of machines, tools and other								
3.4 Spare parts/equipment for machines, tools								
3.5 Other (please specify)								
Subtotal Equipment and supplies				29.305				32.310
4. Local office¹⁴								
4.1 Vehicle costs								
4.1.1 Fuels	per month	35	100	3.500	per month	11	100	1.100
4.1.2 Maintenance	per year	3	1.000	3.000	per year	1	1.000	1.000
4.1.3 Insurances	per year	3	1.300	3.900	per year	1	1.300	1.300
4.2 Office rent								
4.3 Consumables - office supplies								
4.3.1 Stationery, consumables and office supplies	per month	35	150	5.250	per month	11	150	1.650
4.4 Other services (tel/fax, electricity/heating, maintenance)								
4.4.1 Telephone credits	per month	35	60	2.100	per month	11	60	660
4.4.2 Internet	per month	35	120	4.200	per month	11	120	1.320
4.4.3 Office adaptation and maintenance	per year	3	1.350	4.050	per year	1	1.350	1.350
Subtotal Local office				26.000				8.380
5. Other costs, services⁸								
5.1 Publications⁹								
5.1.1 Scientific publications and scientific dissemination events	per unit	5	1.750	8.750	per unit	1	1.750	1.750
5.2 Studies, research⁹								
5.2.1 Integrated Urban Design Interventions study	per unit	1	15.000	15.000	per unit	1	15.000	15.000
5.3 Expenditure verification/Audit								
5.3.1 External Audit	per year	3	7.000	21.000	per year	1	7.000	7.000
5.4 Evaluation costs								
5.4.1 External mid-term and final evaluation of the Action	contract	1	20.000	20.000	contract	0	20.000	0
5.4.2 Baseline and Final Survey	contract	1	18.000	18.000	contract	0,5	18.000	9.000
5.5 Translation, interpreters								
5.5.1 Interpreters and translation	lump sum	1	86.000	86.000	lump sum	0,3	86.000	25.800
5.6 Financial services (bank guarantee costs etc.)								
5.6.1 Bank accounts costs	per year	3	480	1.440	per year	1	480	480
5.7 Costs of conferences/seminars⁹								
5.7.1 Catering services	per year	3	1.800	5.400	per year	1	1.800	1.800
5.8. Visibility actions¹⁰								
5.8.1 Events in Mozambique	per year	3	4.000	12.000	per year	1	4.000	4.000
5.8.2 Production of Promotional video	per unit	1	3.000	3.000	per unit	1	3.000	3.000
5.8.3 Dissemination of results (purchase of social media sponsored content through advertising media partner)	per year	3	2.000	6.000	per year	1	2.000	2.000
5.8.4 Production of audio novel podcast	per episode	10	4.200	42.000	per episode	3	4.200	12.600
Subtotal Other costs, services				238.590				82.430

1. Budget for the Action ¹	All Years				Year 1 ²			
	Unit ¹³	# of units	Unit value (in EUR)	Total Cost (in EUR) ³	Total Cost (in EUR)	# of units	Unit value (in EUR)	Total Cost (in EUR)
6. Other								
6.1 Pilot integrated interventions in Macuti neighbourhood								
6.1.1 Pilot Greening intervention	global amount	2	16.000	32.000	global amount	0	16.000	0
6.1.2 Pilot Urban regeneration intervention	global amount	1	100.000	100.000	global amount	0	100.000	0
6.1.3 Pilot Recycling Solid Waste Collection intervention	global amount	1	40.000	40.000	global amount	0	40.000	0
6.1.4 Maintenance Services for pilot (urban public spaces)	per year	1	15.000	15.000	per year	0	15.000	0
6.1.5 Events for participatory process	event	4	1.500	6.000	event	1	1.500	1.500
6.1.6 Events for private-public partnership creation	event	8	500	4.000	event	0	500	0
6.1.7 Project Macuti presentation event	event	1	4.500	4.500	event	0	4.500	0
6.2 IT system and equipment (CMB)								
6.2.1 IT system design, software development and implementation	per unit	1	45.000	45.000	per unit	0,4	45.000	18.000
6.2.2 Desktop PC	Per unit	4	1.000	4.000	Per unit	4	1.000	4.000
6.2.3 Printer	Per unit	2	350	700	Per unit	2	350	700
6.2.4 Equipment for digital innovative solution implementation within CMB (IT and power generator and power stabilizer)	global amount	1	15.000	15.000	global amount	0	15.000	0
6.3 CMB trainings								
6.3.1 e-learning modules TOT. Thematic expert for video-lessons	per day	30	500	15.000	per day	7,5	500	3.750
6.3.2 e-learning modules TOT. Technical support in video-making	per day	60	300	18.000	per day	15	300	4.500
6.3.3 Tutoring services for Summer School	per day	5	500	2.500	per day	0	0	0
6.3.4 Training expenditures	per day	54	500	27.000	per day	11	500	5.500
6.3.5 Peer-to-Peer exchange (workshop and visit)	per visit	2	3.000	6.000	per visit	1	3.000	3.000
6.4 International travels for the activities								
6.4.1 International return flight EU-Mozambique	Per flight	19	1.500	28.500	Per flight	1	1.500	1.500
6.4.2 VISA for short-term	Per unit	19	250	4.750	Per unit	1	250	250
6.4.3 Insurances for short-term	Per unit	19	120	2.280	Per unit	1	120	120
6.5 Local travel transportation for the activities								
6.5.1 Local Flights	Per flight	10	400	4.000	Per flight	5	400	2.000
6.5.2 Local transportation Summer School in Italy	Per day	5	500	2.500	Per day	0	0	0
6.5.3 Local transportation Exchange Programme ITA-Mozambique	Per day	3	200	600	Per day	0	0	0
6.5.4 Local Transportation P2P exchange in Mozambique	per visit	2	450	900	per travel	1	450	450
6.5.5 Transportation in Italy	Per day	4	450	1.800	Per day	1	450	450
6.6 Purchase of furniture, equipment and tools and maintenance								
6.6.1 Office furniture	global amount	1	7.000	7.000	global amount	1	7.000	7.000
6.6.2 Waste collection truck	per truck	1	90.000	85.000	per truck	1	90.000	90.000
6.6.3 Backhoe	per unit	1	110.000	105.000	per unit	1	110.000	110.000
6.6.4 Tools for the greening and maintenance of Beira	global amount	1	25.000	25.000	global amount	1	25.000	25.000
6.6.5 Materials and seedlings for urban greening and regeneration (incl. urban furniture)	global amount	1	60.000	60.000	global amount	0	60.000	0
6.6.6 Materials for urban waste management	global amount	1	8.000	8.000	global amount	0	8.000	0
6.6.7 Maintenance fund for municipal means	per year	3	13.000	39.000	per year	1	13.000	13.000
6.6.8 Spare parts for waste collection truck and other	per year	3	12.000	36.000	per year	1	12.000	12.000
6.7 Per diem HR for the activities								
6.7.1. International travels to Mozambique	Per diem	24	150	3.600	Per diem	14	150	2.100
6.7.2 Participation in Summer School (in Italy)	Per diem	56	190	10.640	Per diem	0	190	0
6.7.3 Participation in Peer-to-Peer exchanges (in Mozambique)	Per diem	30	150	4.500	Per diem	15	150	2.250
6.8 Visibility Actions for the activities								

1. Budget for the Action ¹	All Years				Year 1 ²			
	Unit ¹³	# of units	Unit value (in EUR)	Total Cost (in EUR) ³	Total Cost (in EUR)	# of units	Unit value (in EUR)	Total Cost (in EUR)
6.8.1 Events in the EU	per event	2	5.000	10.000	per event	1	5.000	5.000
6.8.2 Production of Multimedia exhibition	per exhibition	2	11.530	23.060	per exhibition	1	11.530	11.530
6.9. Administration Expertise								
6.9.1 Local administrative/support staff								
6.9.1.1 Local Administrator	Per month	35	750	26.250	Per month	11	750	8.250
6.9.1.2 Accountant (2)	Per month	70	360	25.200	Per month	11	360	3.960
6.9.1.3 Logistics Officer	Per month	35	650	22.750	Per month	11	650	7.150
6.9.1.4 Communication Officer	per month	35	550	19.250	per month	11	550	6.050
6.9.1.5 Driver	Per month	35	320	11.200	Per month	11	320	3.520
6.9.1.6 Office Cleaner	Per month	35	148	5.180	Per month	11	148	1.628
6.9.1.7 Office Security Guard (3)	Per month	105	135	14.175	Per month	33	135	4.455
6.9.2 International administrative/support staff								
6.9.2.1 Head of Administration (expat)	Per month	35	3.600	126.000	Per month	11	3.600	39.600
6.9.2.2 Junior Project Officer (expat)	Per month	30	2.200	66.000	Per month	6	2.200	13.200
6.9.2.3 Work permit and VISA for long-stay (administrative/support)	Per unit	4	3.000	12.000	Per unit	2	3.000	6.000
6.9.2.4 Insurances for long-stay (administrative/support)	Per unit	6	1.400	8.400	Per unit	2	1.400	2.800
6.9.2.5 International flights EU/Mozambique	Per flight	6	1.500	9.000	Per flight	2	1.500	3.000
6.10. Technical Expertise								
6.10.1 Local Technical Expertise								
6.10.1.1 Project Coordinator	Per month	35	950	33.250	Per month	11	950	10.450
6.10.1.2 Pilot Project Coordinator	Per month	30	750	22.500	Per month	6	750	4.500
6.10.1.3 Construction Engineer	Per month	30	700	21.000	Per month	6	700	4.200
6.10.1.4 PPP Local Coordinator	Per month	26	700	18.200	Per month	2	700	1.400
6.10.1.5 Junior Field Officer (2)	Per month	56	340	19.040	Per month	16	340	5.440
6.10.2 International Technical Expertise								
6.10.2.1 Project Manager (expat)	Per month	35	3.750	131.250	Per month	11	3.750	41.250
6.10.2.2 Work permit and VISA for long-stay (Project Manager)	Per unit	2	3.000	6.000	Per unit	1	3.000	3.000
6.10.2.3 Insurances for long-stay (Project Manager)	Per unit	3	1.400	4.200	Per unit	1	1.400	1.400
6.10.2.4 Technical Assistance Expertise	Per month	36	2.800	100.800	Per month	12	2.800	33.600
6.10.2.5 Dissemination Expert	Per month	36	700	25.200	Per month	12	700	8.400
6.10.2.6 Per diem for International travels to Mozambique (6.10.2.4 and 6.10.2.5)	Per diem	60	150	9.000	Per diem	60	150	9.000
6.10.2.7 International flights EU/Mozambique	Per flight	9	1.500	13.500	Per flight	3	1.500	4.500
6.10.2.8 VISA for short-term (6.10.2.4 and 6.10.2.5)	Per unit	6	250	1.500	Per unit	2	250	500
6.10.2.9 Insurances for short-term (6.10.2.4 and 6.10.2.5)	Per unit	6	120	720	Per unit	2	120	240
6.11. Local Logistics, Transportation and Equipment								
6.11.1 Local Flight	Per flight	10	400	4.000	Per flight	3	400	1.200
6.11.2 Other local transportation	Per year	3	500	1.500	Per year	1	500	500
6.11.3 Project vehicle (pick-up 4x4)	Per vehicle	1	32.000	32.000	Per vehicle	1	32.000	32.000
6.11.4 Project vehicle (city car or similar)	Per vehicle	1	9.955	9.955	Per vehicle	1	9.955	9.955
6.11.5 Office furniture	global amount	1	7.000	7.000	global amount	1	7.000	7.000
6.11.6 Desktop PC	Per unit	3	1.000	3.000	Per unit	3	1.000	3.000
6.11.7 Laptop PC	Per unit	10	750	7.500	Per unit	10	750	7.500
6.11.8 Monitor	Per unit	9	450	4.050	Per unit	9	450	4.050
6.11.9 Printer	Per unit	4	350	1.400	Per unit	4	350	1.400
6.11.10 GPS	Per unit	1	400	400	Per unit	1	400	400

1. Budget for the Action ¹	All Years				Year 1 ²			
	Unit ¹³	# of units	Unit value (in EUR)	Total Cost (in EUR) ³	Total Cost (in EUR)	# of units	Unit value (in EUR)	Total Cost (in EUR)
6.11.11 Communication/visibility equipment (camera, drone, tripod, other)	global amount	1	2.500	2.500	global amount	1	2.500	2.500
6.11.12 IT equipment and cabling	per office	1	6.000	6.000	per office	1	6.000	6.000
6.12. Local Project Housing								
6.12.1 Fuels	per month	35	500	17.500	per month	11	500	5.500
6.12.2 Maintenance	per year	3	3.000	9.000	per year	1	3.000	3.000
6.12.3 Insurances	per year	3	3.000	9.000	per year	1	3.000	3.000
6.12.4 Rent of project office	per month	35	1.200	42.000	per month	11	1.200	13.200
6.12.5 Stationery, consumables and office supplies	per month	35	300	10.500	per month	11	300	3.300
6.12.6 Telephone credits	per month	35	220	7.700	per month	11	220	2.420
6.12.7 Internet	per month	35	170	5.950	per month	11	170	1.870
6.12.8 Electricity, water, gas and other services	per month	35	300	10.500	per month	11	300	3.300
6.12.9 Office adaptation and maintenance	per year	3	5.400	16.200	per year	1	5.400	5.400
6.12.10 Bank accounts costs	per year	3	960	2.880	per year	1	960	960
6.12.11 Visibility Material in loco (office plaques, stickers, t-shirts)	global amount	1	8.500	8.500	global amount	0,5	8.500	4.250
6.13. Other								
6.13.1 Fuels and oils for pilot interventions	per year	3	6.000	18.000	per year	1	6.000	6.000
6.13.2 Rental of heavy machinery	per day	30	1.100	33.000	per day	1	1.100	1.100
6.13.3 Materials for awareness raising campaign and workshops in Macuti	global amount	1	5.000	5.000	global amount	0	5.000	0
6.13.4 Materials for field assessment in Macuti	global amount	1	2.500	2.500	global amount	0,5	2.500	1.250
6.13.5 Materials for comparative studies field research	global amount	1	2.500	2.500	global amount	0	2.500	0
Subtotal Other				1.828.430				681.148
7. Subtotal direct eligible costs of the Action (1-6)				2.934.855,00				1.113.798,00
8. Indirect costs (maximum 7% of 7, subtotal of direct eligible costs of the Action)				205.439,85				77.965,86
9. Total eligible costs of the Action, excluding reserve and volunteers' work (7+ 8)				3.140.294,85				1.191.763,86
10 Provision for contingency reserve (maximum 5% of 7 'Subtotal of direct eligible costs of the Action')				31.438,15				
11. Total eligible costs (9+10)				3.171.733,00				1.191.763,86

1. The description of items must be sufficiently detailed and all items broken down into their main components. The number of units and the unit value must be specified for each item depending on the indications provided. The budget has to include costs related to the Action as a whole, regardless the part financed by the Contracting Authority.

2. This section must be completed if the Action is to be implemented over more than one reporting period (usually 12 months).

3. The budget may be established in euro or in the currency of the country of the Contracting Authority. Costs and unit values are rounded to the nearest euro.

4. If staff are not working full time on the Action, the percentage should be indicated alongside the description of the item and reflected in the number of units (not the unit value).

Per diems are not considered a simplified cost option for the purposes of Union financing when the Grant Beneficiary reimburses a fixed amount to its staff according to its staff rules and asks for the reimbursement of that same amount in the action budget. That is an actual cost.

Otherwise, if the Beneficiary proposes a reimbursement on the basis of simplified costs option (for instance a "unit cost"), it must specify "UNIT COST per diem" in the "unit value" column and the applicable rates (in any case the final eligible cost may not exceed the rates published by the E.C. at the time of contract signature).

6. Costs for CO2 offsetting of air travel may be included. CO2 offsetting shall in that case be achieved by supporting CDM/Gold Standard projects (evidence must be included as part of the supporting documents) or through airplane company programmes when available. Indicate the place of departure and the destination. If information is not available, enter a global amount.

7. Please separate cost for purchase or rental.

8. Specify the typology of costs or services. Global amounts will not be accepted.

9. Only indicate here when fully subcontracted.

10. Communication and visibility activities should be properly planned and budgeted at each stage of the project implementation.

13. Use "UNIT COST per flight/month/kit etc...".

1. Budget for the Action ¹	All Years				Year 1 ²			
	Unit ¹³	# of units	Unit value (in EUR)	Total Cost (in EUR) ³	Total Cost (in EUR)	# of units	Unit value (in EUR)	Total Cost (in EUR)
Costs								

14. If accepted and subsequently provided for in Art. 7.1 of the Special Conditions, costs actually incurred in relation to a project office used for the action or a portion of these costs can be declared as direct eligible costs by applying a cost apportionment approach.

Examples of possible cost distribution keys are:

- the number of staff assigned to the action as a percentage of the maximum total number of staff that could work in the project office;
- the office space occupied for the purpose of the action as a percentage of the total available office space. A description of the project office, the services or resources it makes available, its overall capacity (where applicable), the costs to be apportioned and the proposed distribution key have to be included in the proposal.

The proposed cost apportionment approach has to be presented as an annex to the Budget. The budgeted amount of the costs for which apportionment is proposed has to be indicated in the column "TOTAL COSTS" and "APPORTIONMENT" has to be indicated in the column "units". The proposed cost apportionment approach will be assessed by the evaluation committee and the contracting authority. If the proposed cost apportionment approach is not accepted, there are two options: 1) adjust the distribution key in line with the conclusions of the evaluation committee; 2) exclude the costs from the budget.

NB: The Beneficiary(ies) alone are responsible for the correctness of the financial information provided in these tables.

2. Justification of the Budget for the Action		All Years
Costs	Clarification of the budget items	Justification of the estimated costs
	<i>Provide a narrative clarification of each budget item demonstrating the necessity of the costs and how they relate to the action (e.g. through references to the activities and/or results in the Description of the Action).</i>	<i>Provide a justification of the calculation of the estimated costs. Note that the estimation should be based on real costs, as described in section 2.1.5 of the Guidelines for Grants Applicants</i>
1. Human Resources		
1.1 Salaries (gross salaries including social security charges and other related costs, local staff)		
1.1.1 Technical		
1.1.1.1 Training Coordinator (50%)	Part time 50% - position in Beira: coordinator of trainings delivery to Beira Municipality. He/She reports to the Training Team Coordinator & Local Development Officer	In line with the organization's salary lines
1.1.1.2 Facilitator Community of Practices (50%)	Part time 50% - position in Beira: he/she facilitates the creation and development of the community of practices among the stakeholders of the project and organizes workshops and field visits. He/She reports to the Training Team Coordinator & Local Development Officer	In line with the organization's salary lines
1.1.1.3 Urban Design technician (2) (50%)	2 part-time 50% (FTE) Urban Design technician are hired - position in Beira. ToR: experience in urban development and urban planning, knowledge of Beira, part of the WP2 team. They collaborate throughout the design and implementation phase of the Macuti project. They reports directly to the Project Coordinator, Integrated Urban Design Coordinator, and CMB.	In line with the organization's salary lines
1.1.1.4 Comparative Study Local Team Leader	full-time Comparative Study Local Team Leader - position in Beira. ToR: has experience in the areas of good governance/urban development and/or sociology, is part of the WP2 team. Coordinates the multidisciplinary group dedicated to O.2.3. He/she reports directly to the Project Coordinator, PM, JPO and coordinates with Integrated Urban Design Coordinator	In line with the organization's salary lines
1.1.1.5 Comparative Study Researcher (2)	2 full-time Comparative Study Researcher - position in Beira. ToR: experience in the areas of good governance/urban development and/or sociology, part of the WP2 team. Collaborate for the data collection and writing of the Study. They reports directly Comparative Study Team Leader	In line with the organization's salary lines
1.1.1.6 Digitization and IT Coordinator (50%)	50% part time (FTE) Digitization and IT Coordinator - position in Beira; ToR: has informatic and IT background. He/She is in charge of local coordination of Digitalization activities (assessment, development, trainings and implementation). He/She works directly with Italian Experts developing the digital solution, reports directly to PM, JPO and Project Coordinator.	In line with the organization's salary lines
1.1.1.7 Trainers (100%)	Daily compensation for Trainers (IFAPA) to deliver training to CMB staff. Estimation is based on average fee for this type of training. Over the period, 18 modules * 3 days/module are foreseen (WP1). Total number of trainers varies according to the expertise needed on the thematic content of each training module. For this reason, the number of trainers could vary from 1 (one trainer for all the modules) to 18 (one trainer per module). The responsibility includes: preparation of the training materials and delivery of the training, learning assessment and evaluation. The trainers will be choosen within the IFAPA roster of trainers, 3 are employed while others have a long standing collaboration with the organization. The distribution over the time: starting from the 9th month of the timeline till the 33th month (Activity 1.1.4).	In line with the organization's salary lines
1.2 Salaries (gross salaries including social security charges and other related costs, expat/int. staff)		
1.2.1 Technical		
1.2.1.1 Project Desk Officer (100%)	Full-time Project Desk Officer PDO, Trento. ToR: with at least 5 years experience: he/she coordinates the Steering Committee and Technical Board, direct relation with partners and stakeholders.	In line with the organization's salary lines
1.2.1.2 Integrated Urban Design Coordinator (100%)	Full-time Integrated Urban Design Coordinator, Trento. ToR: 5 years experience in urban planning in developing countries. He/She is responsible for WP2 activities and coordination of WP2 equipe. Reports directly to Project Coordinator and Project Manager.	In line with the organization's salary lines
1.2.1.3 Training team coordinator & local development officer (83%)	Position in Trento, Italy: he/she coordinates and manages the training curriculum and the Community of Practice activities of the project. Responsible for the coordination and supervision of the capacity building activities included in the project and responsible for linkages among capacity building components of the WPs. He/she reports to the Project Desk Officer (PDO), coordinates with the partners and stakeholders and reports directly to Project Desk Officer, Technical Board and Steering Committee.	In line with the organization's salary lines
1.2.1.4 Capacity Building officer (53%)	Position in Trento, Italy: he/she organizes the capacity building Training of Trainers, support the Training team coordinator & local development officer in training design, training needs assessments, training evaluation, balance of competences, capability to manage capacity building programmes and provides mentoring to the Training Coordinator and Facilitator of Community of Practices of IFAPA.	In line with the organization's salary lines
1.2.1.5 E-learning officer (39%)	Position in Trento, Italy: responsible for the coordination and delivery of the e-learning training activities (platform management, courses contents, on-line examinations, management of on-line forum) that are addressed at IFAPA.	In line with the organization's salary lines

2. Justification of the Budget for the Action		All Years
Costs	Clarification of the budget items	Justification of the estimated costs
	<i>Provide a narrative clarification of each budget item demonstrating the necessity of the costs and how they relate to the action (e.g. through references to the activities and/or results in the Description of the Action).</i>	<i>Provide a justification of the calculation of the estimated costs. Note that the estimation should be based on real costs, as described in section 2.1.5 of the Guidelines for Grants Applicants</i>
1.2.1.6 Web Designer and Content Manager (14%)	Position in Trento, Italy: in charge of the development of web contents to support the communication and visibility activities.	In line with the organization's salary lines
1.2.1.7 Communication Manager (25%)	Position in Trento, Italy: responsible for the definition and implementation of the visibility and dissemination activities for the three WPs.	In line with the organization's salary lines
1.2.1 Administrative/support staff		
1.2.2.1 Administrator (25%)	Part time 25% (FTE) Administrator - Trento. ToR: at least 5 years experience in EU project administration. He/she supports the Head of Administration in the elaboration of financial reports.	In line with the organization's salary lines
1.3 Per diems for missions/travel		
1.3.1 Abroad (staff assigned to the Action)		
1.3.1.1 International travels to the EU/ITA	Reimbursement of expenses for Peer to Peer visit of CMB, Universidade Zambeze and IFAPA staff in Italy, as well as reimbursement of expenses for participation of Lead Applicant (and/or other partners) to meetings in Brussels, Belgium.	In line with the organization's salary lines and European per diem rates (2020)
1.3.1.2 International travels to Mozambique	Reimbursement of expenses for Italian partners and staff during visit to Mozambique and project activities.	In line with the organization's salary lines and European per diem rates (2020)
1.3.2 Local (staff assigned to the Action)		
1.3.2.1 National travels within Mozambique (P2P)	Peer-to-Peer exchange in Mozambique. Per diem for IFAPA Facilitator (project staff) for 2 field visits (3 days each), one during the first year and one during the second one.	In line with the organization's salary lines and European per diem rates (2020)
1.3.3 Seminar/conference participants		
Subtotal Human Resources		
2. Travel		
2.1. International travel		
2.1.1 International flights EU/Mozambique	The budget line includes the estimated total number of return flights EU/MOZ (and viceversa), as follows: 2 flights per year for coordination and representation purposes (6); 1 flight per year for staff on mission (Italy-/EU-based project staff: Integrated Urban design Coordinator and Comparative Study Team Leader; and Comparative Study Researcher); 3 flights per year for monitoring purposes (9); 2 flights during the project for Partner Representatives to Brussels (2). These costs are necessary to ensure swift mobilisation of project staff to project site, as well as to facilitate coordination of the project, management, and monitoring of activities. Travel costs include flight insurance and offsetting of CO2 emissions.	Estimated value based on ongoing projects (average cost of international flight, taking into account the most economic fare and the shortest route).
2.1.2 VISA for short-term	Necessary for legal and bureaucratic purposes.	Estimated value based on ongoing projects
2.1.3 Insurances for short-term	Necessary for legal and bureaucratic purposes.	Estimated value based on ongoing projects
2.1.4 Return Flight Italy - Belgium	Include 1 return flight/year for 1 Italian representative attending the Coordination Committee in Brussels. Flights are considered for the lead applicant.	Estimated value based on ongoing projects
2.1.5 Local Transportation in Brussels	Rental of private vehicles or use of public transports for transport in Brussels during Coordination Committee or other project events.	Estimated value based on ongoing projects
2.1.6 Transportation in Italy	Rental of private vehicles or use of public transports for transport from the airport to Trento/Trento to Airport and means of transport on site.	Estimated value based on ongoing projects
2.2 Local transportation		
Subtotal Travel		
3. Equipment and supplies		
3.1 Purchase of vehicles		
3.1.1 Project vehicle (city car or similar)	In order to carry out the planned activities, the project teams (WP teams) will have to move frequently in the city of Beira; this project vehicle will have a specific management/use policy. 1 city car will be purchased within this budget line, mainly for transporting people, for the duration of the project. This vehicle will be used by project staff dedicated mostly to Outcome 1.	estimated value based on quotations
3.1.2 Project motorcycle	Four (4) motorbikes for field activities (assessment, awareness raising, logistic purpose) for the duration of the project. Motorbikes will be available for the project team members when necessary for implementation of activities that do not require an entire team to be mobilised. They will mainly be used by junior field officers, comparative study researchers, urban design technicians, PPP Coordinator. The vehicles will be purchased in Beira on the basis of the best offer (3 quotes) as per PRAG rules on procurement.	estimated value based on quotations
3.2 Furniture, computer equipment purchase		
3.2.1 Desktop PC	Personal computers are purchased for all those human resources (locally and in the EU) that require them for digital work. In some cases, Desktop PCs are preferred to Laptop because of greater processing speed and, mostly, for the fact that they cannot be used outside the office. Computers for CMB personnell involved in the project will remain to CMB at the end of the project.	Cost is in line with local prices, in accordance to the action plan and experience of the applicants

2. Justification of the Budget for the Action		All Years	
Costs	Clarification of the budget items	Justification of the estimated costs	
	<i>Provide a narrative clarification of each budget item demonstrating the necessity of the costs and how they relate to the action (e.g. through references to the activities and/or results in the Description of the Action).</i>	<i>Provide a justification of the calculation of the estimated costs. Note that the estimation should be based on real costs, as described in section 2.1.5 of the Guidelines for Grants Applicants</i>	
3.2.2 Laptop PC	Personal computers are purchased for all those human resources (locally and in the EU) that require them for digital work. In some cases, e.g., when the staff is mostly doing field work or off-office meetings, Laptop PCs are preferred to Desktop because of their flexibility of use. Laptop PCs are purchased for project staff, including staff from CMB involved in the action. Digitalization and IT Coordinator, Integrated Urban design Coordinator, 2 Urban Design Technicians, Training Coordinator, Facilitator Community of Practices, Comparative Study Local Team Leader and staff in the EU. This equipment will remain within the respective organisations after the end of the project.	Cost is in line with local prices, in accordance to the action plan and experience of the applicants	
3.2.3 Monitor	Monitors are purchased to facilitate office work, both in the case of Laptop PCs and, necessarily, for Desktop PCs.	Cost is in line with local prices, in accordance to the action plan and experience of the applicants	
3.2.8 IT equipment and cabling	At project inception, in order to facilitate team work and the pooling of resources and IT equipments (such as printers, etc.), offices will be adapted, as far as possible, with small LAN or WLAN. This includes the setup and configuration service and will be installed in office at CMB.	Costs are in line with local prices and are based in accordance to the action plan and on local price survey.	
3.3 Purchase of machines, tools and other			
3.4 Spare parts/equipment for machines, tools			
3.5 Other (please specify)			
Subtotal Equipment and supplies			
4. Local office			
4.1 Vehicle costs			
4.1.1 Fuels	Fuel is used exclusively for the scope of project activities and only for project vehicles.	Unitary cost is calculated as an average of current local costs of diesel and gasoline.	
4.1.2 Maintenance	To extend their lifecycle, project vehicles will be subject to constant maintenance.	Costs are in line with local prices and are based in accordance to the action plan and experience of the applicants.	
4.1.3 Insurances	Project vehicles will be insured with a standardized local insurance company.	Costs are in line with local prices and are based in accordance to the action plan and experience of the applicants.	
4.2 Office rent			
4.3 Consumables - office supplies			
4.3.1 Stationery, consumables and office supplies	The office supplies, including paper, pens, water, printer toner and other small office stationary and other goods, will be used by the project team for the purposes of the action. This line will be used for office at CMB.	Costs are in line with local prices and are based in accordance to the action plan and experience of the applicants.	
4.4 Other services (tel/fax, electricity/heating, maintenance)			
4.4.1 Telephone credits	Project staff will be provided with telephone credits for communication purposes.	Costs are in line with local prices and are based in accordance to the action plan and experience of the applicants.	
4.4.2 Internet	Office at CMB will be provided with quality internet connection.	Costs are in line with local prices and are based in accordance to the action plan and experience of the applicants.	
4.4.4 Office adaptation and maintenance	At project inception, to create suitable spaces, project offices will be adapted; during project cycle, offices will require maintenance and refreshing.	Costs are in line with local prices and are based in accordance to the action plan and experience of the applicants.	
Subtotal Local office			
5. Other costs, services			
5.1 Publications			
5.1.1 Scientific publications and scientific dissemination events	It includes the costs of producing and publishing articles in journals or specialized platforms for the dissemination of results and of participating in or organising conferences/events in person or online for dissemination.	Costs are in line with prices in the EU and are based in accordance to the action plan and experience of the partners.	

2. Justification of the Budget for the Action		All Years
Costs	Clarification of the budget items	Justification of the estimated costs
	<i>Provide a narrative clarification of each budget item demonstrating the necessity of the costs and how they relate to the action (e.g. through references to the activities and/or results in the Description of the Action).</i>	<i>Provide a justification of the calculation of the estimated costs. Note that the estimation should be based on real costs, as described in section 2.1.5 of the Guidelines for Grants Applicants</i>
5.2 Studies, research		
5.2.1 Integrated Urban Design Interventions study	Budget line includes technical support to the realization of the Study, in particular with regard to participatory processes; includes other logistics costs.	Price is calculated on the base of previous experiences by the applicants.
5.3 Expenditure verification/Audit		
5.3.1 External Audit	An experienced professional external auditor will be mobilised for expenditure verification on interim and final payment requests.	Cost estimate based on PAT (lead applicant) experience. 1 service * 21.000 €
5.4 Evaluation costs		
5.4.1 External mid-term and final evaluation of the Action	An external entity will be selected for mid-term and final external evaluations. It is expected that the external entity will have one contract to perform both evaluations.	Cost estimate based on PAT (lead applicant) experience. 1 service * 20.000 €
5.4.2 Baseline and Final Survey	Baseline and Final survey will allow applicants to improve their control over project indicators. Surveys will be externally contracted. Cost is to be considered as a global value, and includes survey manager, enumerators and other HR as well as logistics and IT equipments. A survey report referred to project Logical Framework will be produced.	Cost estimate based on applicants experiences
5.5 Translation, interpreters		
5.5.1 Interpreters and translation	Simultaneous interpretation during all meetings foreseen by the project (Technical Boards, Steering Committees and other technical and institutional meetings). Additional resources are needed for the translation of the e-learning modules (video sub-titles and training contents), Comparative Study translation, digital solution translation and for communication purposes (e.g., website, translation of documents to be shared among partners, etc.).	Costs are in line with local prices and are based in accordance to the action plan and experience of the applicants
5.6 Financial services (bank guarantee costs etc.)		
5.6.1 Bank accounts costs	Bank account costs include: fees on international transfers, fees on local transfers within different institutions, fixed costs; at least 2 fully dedicated bank accounts will be opened locally.	Costs are estimated on the base of local applicants experience.
5.7 Costs of conferences/seminars		
5.7.1 Catering services	Costs for catering services for representative meetings and other catering costs for events to be realised within the framework of the intervention (meetings with CSOs, communities, etc.).	Costs are in line with local prices and are based in accordance to the action plan and experience of the applicants.
5.8. Visibility actions		
5.8.1 Events in Mozambique	The cost includes the kick-off meeting at project start and the project closing event, both to be held in Beira. It includes room hire, catering, invitations, and other costs necessary for the participation of local staff and stakeholders. The kick-off meeting allows all actors involved, as well as persons/entities interested in the issue, to be informed and aligned at the moment of the beginning of the action; it is structured in two moments: a public moment and a moment restricted to the closest partners and actors. Cost includes also a mid-term event, to be implemented both to capitalise the evaluation and the progress of the project and to foster participation. It includes the costs for the organisation of another event to be carried out in agreement with the CMB in Mozambique.	Costs are in line with local prices and are based in accordance to the action plan and experience of the applicants.
5.8.2 Production of Promotional video	Cost consisting in the production of a promotional video to disseminate project outcomes and approach on social media and TV channels both in Mozambique and Europe.	Costs are in line with local prices and are based in accordance to the experience of the applicants
5.8.3 Dissemination of results (purchase of social media sponsored content through advertising media partner)	Audiovisual activities for dissemination of Action results	Costs are in line with local prices and are based in accordance to the experience of the applicants
5.8.4 Production of audio novel podcast	Cost for the procurement of consultancy services for the production of 2 podcast seasons (total: 10 episodes), including cultural adaptation and translation of audio novel podcast. The production cost is estimated including 1-week mission of 2 people in Mozambique (flights, insurance, visa, and per diem) and all technical costs (recording, editing, artwork, etc.).	Costs are in line with local prices and are based in accordance to the experience of the applicants
Subtotal Other costs, services		
6. Other		
6.1 Pilot integrated interventions in Macuti neighbourhood		
6.1.1 Pilot Greening intervention	The cost will allow the implementation of greening intervention in Macuti, which can be carried out directly by the CMB and externally through sub-grantings. It includes the necessary personnel and technical staff, machinery, etc. necessary to carry out the work in a workmanlike manner. Community members can be involved in the greening work on a voluntary basis. The cost is linked to the implementation of interventions in the Macuti project (A2.2.3).	Costs are in line with local prices and are based in accordance to the action plan and experience of the applicants
6.1.2 Pilot Urban regeneration intervention	The cost will allow the implementation of Urban regeneration intervention in Macuti, which can be carried out directly by the CMB and externally through sub-grantings. The cost includes the costs of the necessary personnel and technical staff, machinery, etc. necessary to carry out the work in a workmanlike manner. It includes works to drainage canals, paving, etc. The cost is linked to the implementation of interventions in the Macuti project (A2.2.3).	Costs are in line with local prices and are based in accordance to the action plan and experience of the applicants

2. Justification of the Budget for the Action		All Years
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	<i>Provide a narrative clarification of each budget item demonstrating the necessity of the costs and how they relate to the action (e.g. through references to the activities and/or results in the Description of the Action).</i>	<i>Provide a justification of the calculation of the estimated costs. Note that the estimation should be based on real costs, as described in section 2.1.5 of the Guidelines for Grants Applicants</i>
6.1.3 Pilot Recycling Solid Waste Collection intervention	The cost will allow the implementation of Recycling Solid Waste collection intervention in Macuti, which can be carried out directly by the CMB or by MSMEs (PPP). The cost includes the expenditures for the necessary personnel and technical staff, machinery, etc. necessary to carry out the work in a workmanlike manner. It includes the costs of permanent works (e.g. fixed concrete platform for containers). The cost is linked to the implementation of interventions in the Macuti project (A2.2.3).	Costs are in line with local prices and are based in accordance to the action plan and experience of the applicants
6.1.4 Maintenance Services for pilot (urban public spaces)	It includes the costs of human resources for the provision of services to maintain the spaces and interventions carried out under the Project of Macuti, e.g. agreement (PPP) can be made for watering planted trees or maintaining urban decorum and cleaning of streets/canals. The cost is linked to the implementation of interventions in the Macuti project (A2.2.3).	Costs are in line with local prices and are based in accordance to the action plan and experience of the applicants
6.1.5 Events for participatory process	The events are designed to enable the CMB to initiate a constructive and effective participatory process that encourages active participation in decision-making by the community, its representatives and stakeholders. The costs include the material needed to carry out the events, possible rental of a hall, catering services for participants. Linked to activity A2.1.2 and A2.1.3.	Costs are in line with local prices and are based in accordance to the action plan and experience of the applicants
6.1.6 Events for private-public partnership creation	The events are designed to enable the CMB to meet MSMEs of Beira and create a connection with local economy; the purpose of the meetings is to illustrate the intentions and needs of the parties and to come closer to an agreement in order to finalise a partnership for the realisation of intervention in Macuti. The costs include the material, possible rental of a hall, catering services for participants. Linked to activity A3.2.1.	Costs are in line with local prices and are based in accordance to the action plan and experience of the applicants
6.1.7 Project Macuti presentation event	The event aims to give visibility and prominence to the refurbishment interventions carried out in Macuti. The ceremony will be held in Macuti in the presence of CMB and PAT representatives; the neighborhood population will be invited (planned and unplanned). The cost includes the expenses related to the material (any stage, lights, decorations), any catering services, the cost related to the press (presence of newspapers / TV), the advertising of the event before its implementation. Linked to A2.2.4.	Costs are in line with local prices and are based in accordance to the action plan and experience of the applicants
6.2 IT system and equipment (CMB)		
6.2.1 IT system design, software development and implementation	The costs include the design process and Software development, which can be carried out directly by the PAT or through sub-grantings to IT external experts. It includes local cost of implementation and support for the duration of the Project of Macuti. Local IT expert (subgranting) will be available during the implementation to support CMB. Link to A3.12 and A3.1.4. This budget line will be used by external IT expert.	Costs are in line with prices in the EU and MOZ and are based in accordance to the action plan and experience of the applicants
6.2.2 Desktop PC	Personal computers are purchased for all those human resources (locally and in the EU) that require them for the realization of digital work. In some cases, Desktop PCs are preferred to Laptop because of greater processing speed and, mostly, for the impossibility of moving them easily. Desktop PCs are purchased for CMB staff and for project staff. 4 PCs will be for CMB offices. The computers for CMB personnel involved in the project will remain to CMB at the end of the project.	Cost is in line with local prices, in accordance to the action plan and experience of the applicants
6.2.3 Printer	2 printers for office at CMB	Cost is an average of different items, are in line with local prices and are based in accordance to the action plan and local price surveys.
6.2.4 Equipment for digital innovative solution implementation within CMB (IT and power generator and power stabilizer)	Equipment and IT material will allow stable power supply and internet connection to offices and control room in CMB.	Costs are in line with local prices and are based in accordance to the action plan and on local price survey.
6.3 CMB trainings		
6.3.1 e-learning modules TOT. Thematic expert for video-lessons	Costs to involve thematic experts on specific parts of the curriculum in the TOT as well as in the e-learning (video-lessons: 15 modules * 2 expert for each module).	Specialist intervention (500 eur/day). Costs are in line with prices in the EU and are based in accordance to the action plan and experience of the applicants
6.3.2 e-learning modules TOT. Technical support in video-making	Costs to provide support during the video making (shooting, editing, ecc.) of the video lessons included in the ToT - e-learning. 15 modules * 4 videos per module = 60 videos.	Costs are in line with prices in the EU and in accordance to action plan and experience of the partners. Support video-making: Rate of 300eur/day
6.3.3 Tutoring services for Summer School	Cost to involve a local expert for tutoring and contribute to the facilitation of working groups during the summer school activities and field visits (5 days).	Expert participation (500 eur/day). Costs are in line with prices in the EU and are based in accordance to the action plan and experience of the applicants

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6.3.4 Training expenditures	Costs for the organisation of trainings by IFAPA trainers to CMB staff. Estimation is based on current market costs and includes: per diems for trainees (10 participants for each module), transportation to the training venue, renting of venue, equipment, and catering. The total number of training days is based on the programme as presented under WP1 (18 modules x 3 days per module). Per diem rates are based on the average costs of per diems for high-rank public officers and technicians in Mozambique public administration.	Costs are in line with local prices and are based in accordance to the action plan and experience of the applicants
6.3.5 Peer-to-Peer exchange (workshop and visit)	Costs for the organisation of Peer-to-Peer exchange visits of CMB staff to other municipalities in Mozambique. Estimation is based on current market costs and includes: per diems for the 3-day visit and attendance fee for the preparation workshop (5 participants), per diem for IFAPA Facilitator Community of Practices (1 person), transportation to workshop venues, venue rent, equipment, and catering. Per diem rates are based on the average costs of per diems for high-rank public officers and technicians in Mozambique public administration.	Costs are in line with local prices and are based in accordance to the action plan and experience of the applicants
6.4 International travels for the activities		
6.4.1 International return flight EU-Mozambique	7 flights for Exchange programme + 10 flights of Mozambican partners staff on Summer School; 2 flights for digital services.	Estimated value based on ongoing projects
6.4.2 VISA for short-term	Necessary for legal and bureaucratic purposes.	Estimated value based on ongoing projects
6.4.3 Insurances for short-term	Necessary for legal and bureaucratic purposes.	Estimated value based on ongoing projects
6.5 Local travel transportation for the activities		
6.5.1 Local Flights	10 Internal flights in Mozambique for participants to the Peer-to-Peer exchange : 5 people (5 CMB representatives) for 2 field visits .	Estimated value based on ongoing projects
6.5.2 Local transportation Summer School in Italy	Local transportation means to move 10 people + trainees and coordinators during field visits and meetings with technical or academic interlocutors.	Estimated value based on ongoing projects
6.5.3 Local transportation Exchange Programme ITA-Mozambique	Local private transportation during Exchange programme, visit of Italian delegation for official and technical meetings in Beira.	Estimated value based on ongoing projects
6.5.4 Local Transportation P2P exchange in Mozambique	Renting for private vehicles or other transportation for the visit to other Municipalities as best practice (ex: SIRI project in Inhambane).	Estimated value based on previous experience and projects
6.5.5 Transportation in Italy	Rental of private vehicles or use of public transports for transport from the airport to Trento/Trento to Airport and means of transport on site.	Estimated value based on ongoing projects
6.6 Purchase of furniture, equipment and tools and maintenance		
6.6.1 Office furniture	Tables, chairs, filing cabinets, shelves, fans, etc. for equipping the office of Urban Planning and Management of CMB	Costs are in line with local prices and are based in accordance to the action plan and on local price survey.
6.6.2 Waste collection truck	Purchase of municipal means will allow CMB to improve service delivery to citizens as well as maintenance of urban spaces. Waste collection truck will be purchased as to improve solid waste collection in Macuti neighbourhood. Waste collection truck type is chosen in coherence with the PGIRSU Beira plan.	Cost is based on reliable quotations collected during project design.
6.6.3 Backhoe	Purchase of municipal means will allow CMB to improve service delivery to citizens as well as maintenance of urban spaces. Backhoe is a versatile and useful machine that allows cleaning of superficial drains, implementation of greening interventions and urban pavements among others.	Cost is based on reliable quotations collected during project design.
6.6.4 Tools for the greening and maintenance of Beira	Materials and equipment for the CMB and for people employed in green maintenance. The cost includes the purchase of scissors, hedge trimmers, saws, rakes, wheelbarrows, chainsaws, watering cans, PPE and others. The budget line is linked to the implementation of interventions in Macuti (A2.2.3) and the PPP with MSMEs (A3.2.2)	Costs are in line with local prices and are based in accordance to the action plan and experience of the applicants
6.6.5 Materials and seedlings for urban greening and regeneration (incl. urban furniture)	The cost includes the purchase of local seedlings according to the provisions of the executive project to be planted in the Macuti project areas; the cost also includes the necessary planting materials such as fertilisers, protective devices for smaller plants (e.g. nets) and others. The budget line is linked to the implementation of interventions in Macuti (A2.2.3)	Costs are in line with local prices and are based in accordance to the action plan and experience of the applicants
6.6.6 Materials for urban waste management	The cost includes the purchase of materials for the implementation of selective collection activities such as wheelbarrows, rakes, bags, personal protective equipment and others. The material will be at the disposal of the CMB and any MSMEs employed in the implementation through the creation of PPPs. The budget line is linked to the implementation of interventions in Macuti (A2.2.3) and the PPP with MSMEs (A3.2.2)	Costs are in line with local prices and are based in accordance to the action plan and experience of the applicants
6.6.7 Maintenance fund for municipal means	Maintenance of municipal means is fundamental in Beira due to the heavy use that these machines are subject to. The maintenance fund will be restricted and used for repairs to vehicles.	Cost is calculated on the base of information assessed locally by co-applicant CMB.
6.6.8 Spare parts for waste collection truck and other	Spare parts for municipal means are fundamental in Beira due to the heavy use that these machines are subject to. Spare parts include mechanical parts, idraulic components, tyres and other.	Cost is calculated on the base of information assessed locally by co-applicant CMB.

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6.7 Per diem HR for the activities		
6.7.1. International travels to Mozambique	Reimbursement of expenses for digital IT experts during visit to Mozambique to work on project activities	In line with the organization's salary lines and European per diem rates (2020)
6.7.2 Participation in Summer School (in Italy)	Reimbursement for expenses for the attendance to the summer school : 8 participants * 7 days = 56 units	In line with the organization's salary lines and European per diem rates (2020)
6.7.3 Participation in Peer-to-Peer exchanges (in Mozambique)	Reimbursement for expenses of 5 CMB staff to 2 peer-to-peer visits for 3 days each in other Municipalities in Mozambique : 5*2*3=30 units	In line with the organization's salary lines and European per diem rates (2020)
6.8 Visibility Actions for the activities		
6.8.1 Events in the EU	Events for the dissemination of results to be carried out in Italy or EU. The cost includes the rental of the room, catering service, invitations, any materials for the realisation of the event and any cost for the travel of the representative members.	Costs are in line with prices in the EU and are based in accordance to the action plan and experience of the applicants
6.8.2 Production of Multimedia exhibition	Production of 2 audio-visual initiatives/exhibitions (photography, audio or visual performances, etc.), one in the EU, one in Mozambique. The exhibition cost is estimated including 1-week mission of 1 person in Mozambique (flight, insurance, visa, and per diem) and all technical costs (photo print, artwork, etc.).	Costs are in line with local prices and are based in accordance to the action plan and experience of the applicants.
6.9. Administration Expertise		
6.9.1 Local administrative/support staff		
6.9.1.1 Local Administrator	1 General Administration Manager, Local, full time, Beira office. Minimum 5 years' experience. Manages the administrative and accounting aspects of local human resources. He/She reports directly to Head of Administration (expat). Is contracted locally by PATs external implementer.	In line with the organization's salary lines
6.9.1.2 Accountant (2)	2 full-time Accountants are hired, Beira. ToR: They support the Local Administrator; minimum 3 years experience; project accounting, first notes. Is contracted locally by PATs external implementer.	In line with the organization's salary lines
6.9.1.3 Logistics Officer	1 full-time Logistics Officer, Beira office. ToR: He/she is in charge of the office and secretariat, as well as logistics (quotations, purchasing and minimal investments). Is contracted locally by PATs external implementer.	In line with the organization's salary lines
6.9.1.4 Communication Officer	1 full-time Communication Officer, Beira. ToR: experienced in communication and visibility, takes care of collecting material, interviews, photographs, etc. He/She reports directly to Project Manager (expat). Is contracted locally by PATs external implementer.	In line with the organization's salary lines
6.9.1.5 Driver	1 full-time driver, Beira, in charge of local transport at the service of the Operational Team/Technical Board and Representative Missions. Is contracted locally by PATs external implementer.	In line with the organization's salary lines
6.9.1.6 Office Cleaner	1 full-time Office Cleaner, in charge of daily cleaning service of local office. Is contracted locally by PATs external implementer.	In line with the organization's salary lines
6.9.1.7 Office Security Guard (3)	3 full-time Office Security Guards, Beira, in charge of night surveillance of local office. Is contracted locally by PATs external implementer.	In line with the organization's salary lines
6.9.2 International administrative/support staff		
6.9.2.1 Head of Administration (expat)	Full-time Head of Administration - expat in Beira. ToR: at least 5 years experience in project administration, accounting and administrative management. Responsible for monitoring project progression and financial reports. He/she responds directly to PDO. Is contracted by PATs external implementer.	In line with the organization's salary lines
6.9.2.2 Junior Project Officer (expat)	Full-time Junior Project Officer, expat in Beira. ToR: technical figure, supporting the PM in local coordination and monitoring of activities. Respond directly to PM e PDO. Is contracted by PATs external implementer.	In line with the organization's salary lines
6.9.2.3 Work permit and VISA for long-stay (administrative/support)	Necessary for legal and bureaucratic purposes. Item is related to above expats (6.9.1.1 and 6.9.1.2) and procured by PATs external implementer.	Estimated value based on ongoing projects
6.9.2.4 Insurances for long-stay (administrative/support)	Necessary for legal and bureaucratic purposes Item is related to above expats (6.9.1.1 and 6.9.1.2) and procured by PATs external implementer.	Estimated value based on ongoing projects
6.9.2.5 International flights EU/Mozambique	The budget line includes the estimated number of flights EU/MOZ (and viceversa), for Head of Administration (expat) and project JPO (expat). These costs are necessary to ensure swift mobilisation of project staff to project site, as well as to facilitate coordination of the project, management, and monitoring of activities. Travel costs include flight insurance and offsetting of CO2 emissions. This budget line will be used by PAT external implementer.	Estimated value based on ongoing projects (average cost of international flight, taking into account the most economic fare and the shortest route).

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6.10. Technical Expertise		
6.10.1 Local Technical Expertise		
6.10.1.1 Project Coordinator	A full-time Project Coordinator is hired - position in Beira. ToR: He/she has experience in project coordination. He/she is in charge of coordinating the Operational Team and coordinates the work of the working groups per outcome; He/she reports directly to PM and JPO. Is contracted locally by PATs external implementer.	In line with the organization's salary lines
6.10.1.2 Pilot Project Coordinator	A full-time Pilot Project Coordinator is hired - position in Beira. ToR: he/she is the coordinator of the activities to be carried out within WP2 regarding the design and implementation of the Macuti project, has experience in the field, figure with a background in urban planning/engineering. He/She reports directly to the Project Coordinator, PM and JPO. Is contracted locally by PATs external implementer.	In line with the organization's salary lines
6.10.1.3 Construction Engineer	A full-time Construction Engineer is hired - position in Beira. ToR: experience in project design and implementation (preferably in the water and/or green sectors), is part of the WP2 team, supporting the preliminary, executive design and implementation phase of the interventions. He/she reports directly to the Project Coordinator and Integrated Urban Design Coordinator. Is contracted locally by PATs external implementer.	In line with the organization's salary lines
6.10.1.4 PPP Local Coordinator	Full-time PPP Local Coordinator - position in Beira; ToR: experience in economic field and knowledge of Beira job market and economy; organizes meetings with MSMEs and carries out field analyses. He/She reports directly to PPP Expert and Projecto Coordinator, PM, JPO. Is contracted locally by PATs external implementer.	In line with the organization's salary lines
6.10.1.5 Junior Field Officer (2)	2 full time Junior Field Officer - position in Beira; ToR: field technicians with experience in data collection and planning/green/waste management, support activities on site of WP2 and WP3. They report directly to Project Coordinator, PM and JPO. Is contracted locally by PATs external implementer.	In line with the organization's salary lines
6.10.2 International Technical Expertise		
6.10.2.1 Project Manager (expat)	Full-time Project Manager, Beira. ToR: 5 years minimum experience in Management and coordination of international cooperation project. He/She coordinates partners in Mozambique, support Project Desk Officer (PDO), coordinates activities (RBM) and is in charge of local monitoring and reports and reports to PDO, the Technical Board and the Steering Committee. Is contracted by PATs external implementer.	In line with the organization's salary lines
6.10.2.2 Work permit and VISA for long-stay (Project Manager)	Necessary for legal and bureaucratic purposes. Item is related to PM (6.10.2.1) and procured by PATs external implementer.	Estimated value based on ongoing projects in Mozambique
6.10.2.3 Insurances for long-stay (Project Manager)	Necessary for legal and bureaucratic purposes. Item is related to PM (6.10.2.1) and procured by PATs external implementer.	Estimated value based on ongoing projects in Mozambique
6.10.2.4 Technical Assistance Expertise	Technical Assistance Expertises, PT positions in Trento. Experts in technical assistance to Mozambique Municipalities/vilas. Experts support PAT and the CMB in implementing activities in O.2 e O.3. He/She reports directly to Project Manager and Project Coordinator. Experts are contracted by PATs external implementer.	In line with the organization's salary lines
6.10.2.5 Dissemination Expert	Dissemination experts is contracted to promote and coordinate dissemination activities both locally and in the UE. Expert will coordinate with applicants and other stakeholders to maximize impact of project dissemination, especially with content produced by project staff directly in Mozambique. This budget line will be used in Trento by PAT external implementer.	Costs are in line with prices of the organization and are based in accordance to the experience of the applicants
6.10.2.6 Per diem for International travels to Mozambique (6.10.2.4 and 6.10.2.5)	Reimbursement of expenses for Italian partners and staff during visit to Mozambique and project activities. This budget line will be used by PAT external implementer.	In line with the organization's salary lines and European per diem rates (2020)
6.10.2.7 International flights EU/Mozambique	The budget line includes the estimated number of flights EU/MOZ (and viceversa), for PM, Technical Assistance Expert, Dissemination Expert. These costs are necessary to ensure swift mobilisation of project staff to project site, as well as to facilitate coordination of the project, management, and monitoring of activities. Travel costs include flight insurance and offsetting of CO2 emissions. This budget line will be used by PAT external implementer.	Estimated value based on ongoing projects (average cost of international flight, taking into account the most economic fare and the shortest route).
6.10.2.8 VISA for short-term (6.10.2.4 and 6.10.2.5)	Necessary for legal and bureaucratic purposes. This budget line will be used in Trento by PAT external implementer.	Estimated value based on ongoing projects
6.10.2.9 Insurances for short-term (6.10.2.4 and 6.10.2.5)	Necessary for legal and bureaucratic purposes. This budget line will be used in Trento by PAT external implementer.	Estimated value based on ongoing projects

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6.11. Local Logistics, Transportation and Equipment		
6.11.1 Local Flight	10 flights for project staff for Peer-to-Peer exchange visits to other municipalities and institutional flights to Maputo. Budget line is used by PATs external implementer.	Estimated value based on ongoing projects
6.11.2 Other local transportation	This budget line allows participants in the action to move within the framework of activities whenever other means of transport are not available or their use is not the most economic and efficient option (ex. use of local taxi, renting buses). Budget line is used by PATs external implementer.	Estimated value based on ongoing projects, proportioned to the number of local staff
6.11.3 Project vehicle (pick-up 4x4)	In order to carry out the planned activities, the project teams will have to travel frequently, especially within the territory of the city of Beira; in particular, the continuous and intensive presence of the technical and management figures in the field will be very important for the implementation of the activities and will be used for the transport of the staff on representative visits; the 4x4 vehicle will be managed by the driver; the project vehicle will have a specific management/use policy; a Toyota Hilux or similar vehicle will be purchased with this budget line, mainly for the transport of people. This type of vehicle is needed to enter Macuti, where the roads are unpaved and often bumpy or muddy, for the duration of the project. The vehicle is to be used by PM, PPC, PC and in the case of institutional or representative visits. The vehicle will be purchased in Beira on the basis of the best offer (3 quotes) according to PRAG rules on procurement. PAT external implementer will manage logistics and housing in Mozambique, including this budget line. This vehicle will be used by project staff dedicated mostly to Outcome 2 and 3.	estimated value based on quotations
6.11.4 Project vehicle (city car or similar)	In order to carry out the planned activities, the project teams (WP teams) will have to move frequently in the city of Beira; the project vehicles will have a specific management/use policy. 1 city car will be purchased with this budget line, mainly for transporting people, for the duration of the project. The vehicle will be used to ensure transportation of several members of the staff at the same time while implementing activities. The vehicles will be purchased in Beira on the basis of the best offer (3 quotes) as per PRAG rules on procurement. PAT external implementer will manage logistics and housing in Mozambique, including this budget line. This vehicle will be used by project staff dedicated mostly to Outcome 2 and 3.	estimated value based on quotations
6.11.5 Office furniture	Tables, chairs, filing cabinets, shelves, fans, etc. for equipping the office of the project headquarters in Beira. PAT external implementer will manage logistics and housing in Mozambique, including this budget line.	Costs are in line with local prices and are based in accordance to the action plan and on local price survey.
6.11.6 Desktop PC	Personal computers are purchased for all those human resources (locally and in the EU) that require them for digital work. In some cases, Desktop PCs are preferred to Laptop because of greater processing speed and, mostly, for the fact that they cannot be used outside the office. Desktop PCs are purchased for CMB staff and for project staff. Five (5) PCs for project staff (Head of Administration, Local Administrator, 1 Accountant, Logistics Officer, Junior Field Officer). The computers for CMB personnell involved in the project will remain to CMB at the end of the project. PAT external implementer will manage logistics and housing in Mozambique, including this budget line.	Cost is in line with local prices, in accordance to the action plan and experience of the applicants
6.11.7 Laptop PC	Personal computers are purchased for all those human resources (locally and in the EU) that require them for digital work. In some cases, e.g., when the staff is mostly doing field work or off-office meetings, Laptop PCs are preferred to Desktop because of their flexibility of use. Laptop PCs are purchased for project staff, including staff from CMB involved in the action. Project Manager, Project Coordinator, Pilot Project Coordinator, Construction Engineer; Digitalization and IT Coordinator, PPP Local Coordinator, 1 Junior Field Officer, Logistics Officer, 1 Accountant, Integrated Urban design Coordinator, 2 Urban Design Technicians, Training Coordinator, Facilitator Community of Practices, Junior Project Officer, Comparative Study Local Team Leader and staff in the EU. This equipment will remain within the respective organisations after the end of the project. PAT external implementer will manage logistics and housing in Mozambique, including this budget line.	Cost is in line with local prices, in accordance to the action plan and experience of the applicants
6.11.8 Monitor	Monitors are purchased to facilitate office work, both in the case of Laptop PCs and, necessarily, for Desktop PCs. PAT external implementer will manage logistics and housing in Mozambique, including this budget line.	Cost is in line with local prices, in accordance to the action plan and experience of the applicants
6.11.9 Printer	Despite the intention of minimizing printed copies, 3 printers are purchased for local project office, 2 printers for the office at CMB, 1 printer for UNITN partner; globally, 2 laser B/W A4, 2 inkjet B/W A3, inkjet color A4. PAT external implementer will manage logistics and housing in Mozambique, including this budget line.	Cost is an average of differente items, are in line with local prices and are based in accordance to the action plan and local price surveys.

2. Justification of the Budget for the Action		All Years
Costs	Clarification of the budget items	Justification of the estimated costs
	<i>Provide a narrative clarification of each budget item demonstrating the necessity of the costs and how they relate to the action (e.g. through references to the activities and/or results in the Description of the Action).</i>	<i>Provide a justification of the calculation of the estimated costs. Note that the estimation should be based on real costs, as described in section 2.1.5 of the Guidelines for Grants Applicants</i>
6.11.10 GPS	GPS receiver will allow a precise localization and consequent transportation of information on opensource and free GIS software (ex. Quantum GIS) of interest points from the field. PAT external implementer will manage logistics and housing in Mozambique, including this budget line.	Cost is in line with local prices, in accordance to the action plan and experience of the applicants
6.11.11 Communication/visibility equipment (camera, drone, tripod, other)	To perform a quality acquisition of communication and visibility material from Beira, the Communication Officer will be equipped (and trained on their use) with up-to-date equipment (1 reflex/mirrorless camera, 1 drone, 1 tripod, 1 recorder, 1 microphone, 1 SSD); at the same time, 1 compact camera will be available for the staff working in the field (project coordinator, pilot project coordinator) to monitor and assess field activities as well as to contribute to the production of communication material. PAT external implementer will manage logistics and housing in Mozambique, including this budget line.	Costs are in line with local prices and are based in accordance to the action plan and on local price survey.
6.11.12 IT equipment and cabling	At project inception, in order to facilitate team work and the pooling of resources and IT equipments (such as printers, etc.), offices will be adapted, as far as possible, with small LAN or WLAN. This includes the setup and configuration service. PAT external implementer will manage logistics and housing in Mozambique, including this budget line.	Costs are in line with local prices and are based in accordance to the action plan and on local price survey.
6.12. Local Project Housing		
6.12.1 Fuels	Fuel is used exclusively for the scope of project activities and only for project vehicles. PAT external implementer will manage logistics and housing in Mozambique, including this budget line.	Costs are in line with local prices and are based in accordance to the action plan and on local price survey.
6.12.2 Maintenance	To extend their lifecycle, project vehicles will be subject to constant maintenance. PAT external implementer will manage logistics and housing in Mozambique, including this budget line.	Costs are in line with local prices and are based in accordance to the action plan and on local price survey.
6.12.3 Insurances	Project vehicles will be insured with a standard local insurance company. PAT external implementer will manage logistics and housing in Mozambique, including this budget line.	Costs are in line with local prices and are based in accordance to the action plan and on local price survey.
6.12.4 Rent of project office		
6.12.5 Stationery, consumables and office supplies	Project staff will be provided with telephone credits for communication purposes. PAT external implementer will manage logistics and housing in Mozambique, including part of this budget line.	Costs are in line with local prices and are based in accordance to the action plan and experience of the applicants.
6.12.6 Telephone credits		
6.12.7 Internet	Project office will be provided with quality internet connection. PAT external implementer will manage logistics and housing in Mozambique, including part of this budget line.	Costs are in line with local prices and are based in accordance to the action plan and experience of the applicants.
6.12.8 Electricity, water, gas and other services	Project office will be fully operationa thanks to services such as electricity, water, gas and other. PAT external implementer will manage logistics and housing in Mozambique, including this budget line.	Costs are in line with local prices and are based in accordance to the action plan and on local price survey.
6.12.9 Office adaptation and maintenance	At project inception, to create suitable spaces, project offices will be adaptad; during project cycle, offices will require maintenance and refreshing. PAT external implementer will manage logistics and housing in Mozambique, including part of this budget line.	Costs are in line with local prices and are based in accordance to the action plan and experience of the applicants.
6.12.10 Bank accounts costs		
6.12.11 Visibility Material in loco (office plaques, stickers, t-shirts)	The budget line includes the costs of visibility material as defined in the Communication and Visibility Plan: Basic fees for website; Stickers (to guarantee immediate identification of the means/item used by the action and contribute to the visibility of the action); plaques to an immediate identification of the places used by the action (project headquarters, etc.). This budget line will be used in Beira by PAT external implementer.	Costs are in line with local prices and are based in accordance to the experience of the applicants
6.13. Other		
6.13.1 Fuels and oils for pilot interventions	Fuels and oils are used for the scope of realizing pilot interventions in Macuti neighbourhood.	Costs are calculated preliminary to contribute to the realization of pilot interventions.
6.13.2 Rental of heavy machinery	Heavy machinery is used where means available at CMB do not allow the realization of pilot activities; this is the case of urban regeneration purposes (trucks - transportation of sand and other construction material, steam roller, eathroad stabilizer, greder, other)	Cost is calculated as an average of unitary costs, based on the local experience of the applicants.
6.13.3 Materials for awareness raising campaign and workshops in Macuti	The cost includes printed information material, material for practical exercises (e.g. waste bins), drinks and/or snacks for participants and all material necessary for the implementation of the awareness campaign. The budget line is linked to A2.2.1	Costs are in line with local prices and are based in accordance to the action plan and experience of the applicants
6.13.4 Materials for field assessment in Macuti	The cost includes questionnaires, stationery, file cabinets, printouts, drinks and/or snacks for participants and whatever is necessary for the implementation of the fieldwork. The budget line is linked to A2.1.1	Costs are in line with local prices and are based in accordance to the action plan and experience of the applicants
6.13.5 Materials for comparative studies field research	The cost includes questionnaires, stationery, file cabinets, printouts, tablets and whatever is necessary for the realisation of the comparative studies. Linked to A2.3.2	Costs are in line with local prices and are based in accordance to the action plan and experience of the applicants

3. Expected sources of funding & summary of estimated costs¹		
	Amount	Percentage
	EUR	%
Expected sources of funding		
EU/EDF contribution sought in this application (A)	3.000.000,00	
CO-FINANCING (1+2) (B)	171.733,00	
1. Other contributions (Applicant, other Donors etc)		
<i>Name</i>	<i>Conditions</i>	
Provincia autonoma di Trento	cofinance is available	171.733,00
2. Revenue from the Action ⁶	0,00	
Expected TOTAL CONTRIBUTIONS (A)+(B)	3.171.733,00	
Estimated Costs		
Estimated TOTAL ELIGIBLE COSTS ² (C)	3.171.733,00	
EU/EDF contribution expressed as a percentage of total eligible costs ⁴ (A/C x 100)		94,59

1. Expected sources of funding and estimated costs must be in balance. It is reminded that the figures introduced in the table shall respect all the points included in the checklist for the full application form (part 7 of the full application form)

2. as per heading 11 of the Budget of the Action

4. EU contribution cannot finance volunteers' work. Do not round, enter percentage with 2 decimals (e.g. 74,38%)

6. with reference to art.17.4 (b) of the General Conditions

ANNEX IV

Procurement by grant beneficiaries in the context of European Union external actions

1. PRINCIPLES

If the implementation of an action requires procurement by the beneficiary(ies), the contract must be awarded to the tender offering best value for money (i.e. the tender offering the best price-quality ratio) or, as appropriate, to the tender offering the lowest price. In doing so, the beneficiary(ies) shall avoid any conflict of interests and respect the following basic principles:

Where the beneficiary does not launch an open tender procedure it shall justify the choice of tenderers that are invited to submit an offer.

The beneficiary shall evaluate the offers received against objective criteria which enable measuring the quality of the offers and which take into account the price (the offer with the lowest price shall be awarded the highest score for the price criterion).

The beneficiary shall keep sufficient and appropriate documentation with regard to the procedures applied and which justify the decision on the pre-selection of tenderers (where an open tender procedure is not used) and the award decision.

With reference to Section 2.4 of PRAG, the beneficiary shall be responsible for the respect of EU restrictive measures in the award of contracts.

The beneficiary may decide to apply the procurement procedures set forth in the practical guide. If these procedures are correctly followed the principles above will be deemed to be complied with.

The European Commission will carry out *ex post* checks on beneficiary(ies)'s compliance with the principles above and the rules of section 2 below. Failure to comply with these principles or rules would render the related expenditure ineligible for EU/EDF funding.

The provisions of this Annex apply *mutatis mutandis* to contracts to be concluded by the beneficiary(ies)'s affiliated entity(ies).

2. ELIGIBILITY FOR CONTRACTS

2.1. The nationality rule

Participation in tender procedures managed by the beneficiary(ies) is open on equal terms to all natural who are nationals of and legal persons (participating either individually or in grouping-consortium- of tenderers) effectively established in a Member State or a country, territory or region mentioned as eligible by the relevant regulation/basic act governing the eligibility rules for the grant as per Annex A2a to the practical guide. Tenderers must state their nationality in their tenders and provide the usual proof of nationality under their national legislation.

This rule does not apply to the experts proposed under service tenders financed by the grant.

2.2. The rule of origin

If the basic act or the other instruments applicable to the programme under which the grant is financed contain rules of origin for supplies acquired by the beneficiary in the

context of the grant¹, the tenderer must be requested to state the origin² of the supplies, and the selected contractor will always have to prove the origin of the supplies.

For equipment and vehicles of a unit cost on purchase of more than EUR 5 000, contractors must present proof of origin to the beneficiary(ies) at the latest when the first invoice is presented. The certificate of origin must be made out by the competent authorities of the country of origin of the supplies and must comply with the rules laid down by the relevant Union legislation. Failure to comply with this condition may result in the termination of the contract and/or suspension of payment.

Where supplies may originate from any country, no certificate of origin needs to be submitted.

2.3. Exceptions to the rules on nationality and origin

Where an agreement on widening the market for procurement of goods, works or services applies, access must also be open to nationals and goods originating from other countries under the conditions laid down in that agreement.

In addition, in duly substantiated exceptional cases foreseen by the applicable regulations, in order to give access to nationals or goods originating from countries other than those referred to in Sections 2.1 and 2.2, a prior authorisation by the European Commission must be sought prior to the launch of the procedure, unless the action takes place in a country under a crisis declaration.

* * *

¹ Under the CIR (i.e. not IPA I) and the EDF supplies may originate from any country if the amount of the supplies to be procured is below EUR 100 000 per purchase.

² For the purpose of this annex, the term 'origin' is defined in Chapter 2 of Regulation (EC) No 450/2008 of the European Parliament and of the Council of 23 April 2008 laying down the EU Customs Code (Modernised Customs Code).

Letterhead from the Beneficiary (Coordinator)

ANNEX V

Request for payment for grant contract

European Union external actions

Letterhead from the Beneficiary (Coordinator)

Request for payment for grant contract European Union external actions

<Date of the payment request >

For the attention of

<address of the contracting authority>

<Financial unit/section indicated in the contract
>¹

Reference number of the grant contract:

Title of the grant contract:

Name and address of the coordinator:

Payment request number:

Period covered by the payment request:

Dear Sir/Madam,

I hereby request [a further pre-financing payment] [payment of the balance] under the contract mentioned above.

The amount requested is <according to the option indicated in Article 4(1) of the special conditions of the contract/the following: ...>.

Please find attached the following supporting documents:

- detailed breakdown of expenditure (if required by Article 15.7 of the general conditions of the contract)
- narrative and financial interim report (for further pre-financing payments)
- a forecast budget for the subsequent reporting period (for further pre-financing payments)
- narrative and financial final report (for payment of the balance)
- expenditure verification report (for payment of the balance).

The payment should be made to the following bank account: <give the account number shown on the

¹ Please do not forget to send a copy of this letter to the entities mentioned in Article 5(1) of the special conditions of the contract, if any.

Letterhead from the Beneficiary (Coordinator)

financial identification form annexed to the contract²>

Declaration on honour

I hereby certify that the information contained in this payment request is full, reliable and true, and is substantiated by adequate supporting documents that can be checked.

I hereby certify that the costs declared have been incurred in accordance with this contract and that they can be considered as eligible in accordance with the contract.

Yours faithfully,

< Signature >

² In case a different bank account has to be used a new financial identification form has to be timely submitted.

<Contract number>

<Start date and end date of the reporting period>

ANNEX VI INTERIM NARRATIVE REPORT

- This report must be completed and signed by the contact person of the coordinator.
- The information provided below must correspond to the financial information that appears in the financial report.
- Please complete the report using a typewriter or computer (*you can find this form at the following address <specify>*).
- Please expand the paragraphs as necessary.
- *Please refer to the special conditions of your grant contract and send one copy of the report to each address mentioned.*
- The contracting authority will reject any incomplete or badly completed reports.
- The answer to all questions must cover the reporting period as specified in point 1.6.

Table of contents

List of acronyms used in the report

1. Description

- 1.1. Name of coordinator of the grant contract:
- 1.2. Name and title of the contact person:
- 1.3. Name of beneficiary(ies) and affiliated entity(ies) in the action:
- 1.4. Title of the action:
- 1.5. Contract number:
- 1.6. Start date and end date of the reporting period:
- 1.7. Target country(ies) or region(s):
- 1.8. Final beneficiaries &/or target groups¹ (if different) (including numbers of women and men):
- 1.9. Country(ies) in which the activities take place (if different from 1.7):

¹ 'Target groups' are the groups/entities who will be directly positively affected by the project at the project purpose level, and 'final beneficiaries' are those who will benefit from the project in the long term at the level of the society or sector at large.

2. Assessment of the implementation of the action activities and its results

2.1. Executive summary of the action

Please give a global overview of the action's implementation for the reporting period (no more than ½ page).

Referring to the updated logical framework matrix² (see point 2.3. below), please describe and comment the level of achievement of the outcome(s), if it is relevant at this stage and the likeliness of reaching the final target(s) related to the outcome(s) at the end of the action.

Please explain briefly if any changes should be or have been brought to the intervention logic and to the Logical framework matrix, giving the justification for such changes (complete explanation should be placed in the 2.2 section under the relevant level considered: outcomes, outputs, activities). Comment the likeliness of reaching the final target(s) related to the impact in the future (specify).

2.2. Results and activities

A. RESULTS

The narrative report should be based on the monitoring and evaluation system set up using as a basis the Logical framework matrix. As such, narrative report must inform all the indicators defined in the logical framework. Monitoring and/or evaluation reports relating to the performance of the Action shall be used and mentioned in the narrative reports.

What is your assessment of the results of the action so far? Include observations on the performance and the achievement of outputs, outcomes and impacts and whether the action has had any unforeseen positive or negative results.

Explain how the Action has mainstreamed cross-cutting issues such as promotion of human rights,³ gender equality,⁴ democracy, good governance, children's rights and indigenous peoples, youth, environmental sustainability⁵ and combating HIV/AIDS (if there is a strong prevalence in the target country/region).

Referring to the logical framework matrix (see point 2.3. below) please comment for each level of results (output, outcome, impact) the level of achievement of all the results on the basis of the corresponding current value of the indicators and all the related activities implemented during the reporting period.

- the level of achievement on the basis of the corresponding baseline, target and current value of the indicators, making reference to the assumptions and risks defined in the Logical framework

² The relevant terminology (i.e. outputs, outcome, indicators, etc.) is defined in the logical framework matrix template attached to the guidelines for applicants (Annex e3d).

³ Including those of people with disabilities. For more information, see 'Guidance note on disability and development' at https://ec.europa.eu/europeaid/disability-inclusive-development-cooperation-guidance-note-eu-staff_en

⁴ See Guidance on Gender equality at https://ec.europa.eu/europeaid/toolkit-mainstreaming-gender-equality-ec-development-cooperation_en

⁵ See Guidelines for environmental integration at: https://ec.europa.eu/europeaid/sectors/economic-growth/environment-and-green-economy/climate-change-and-environment_en

<Contract number>

<Start date and end date of the reporting period>

- the activities covered and implemented. Activities should be linked to corresponding output(s) through clear numbering.

In case of underperformance, please explain the reasons and the corrective measures.

Outcome (Oc) – "<Title of Outcome > "

<comment on current status of indicators associated to Oc and explain any changes, especially any underperformance; refer to assumptions in the Logframe>

(possibly) intermediary Outcome 1 (iOc 1) - "<Title of intermediary Outcome 1>"

(...)

Output 1.1. (Op 1.1.)

(...)

<Following the above assessment of results, please elaborate on all the topics/activities covered and implemented. >

B. ACTIVITIES

Activity 1.1.1.

<please explain any problems (e.g. delay, cancellation, postponement of activities) which have arisen and how they have been addressed> (if applicable)

<please list any risks that might have jeopardised the realisation of some activities and explain how they have been tackled> (if applicable)

Activity 1.1.2.

<...>

2.3. Logframe matrix updated

The Logical framework (logframe) matrix should evolve during the Action project (i.e. the projects) lifetime: new lines can be added for listing new activities as well as new columns for intermediary targets (milestones) when it is relevant and values will be regularly updated in the column foreseen for reporting purpose (see "Current value"). The term "results" refers to the outputs, outcome(s) and impact of the Action.

The logframe can be revised as necessary (in line with the provisions defined in Article 9.4 of the General Conditions).

	<i>Result chain</i>	<i>Indicator</i>	<i>Baseline (value & reference year)</i>	<i>Target (value & reference year)</i>	<i>Current value* (reference year) (* to be included in interim and final reports)</i>	<i>Source and mean of verification</i>	<i>Assumptions</i>

	Result chain	Indicator	Baseline (value & reference year)	Target (value & reference year)	Current value* (reference year) (* to be included in interim and final reports)	Source and mean of verification	Assumptions
Impact (Overall objective)	<i>The broader, long-term change to which the action contributes at country, regional or sector level, in the political, social, economic and environmental global context which will stem from interventions of all relevant actors and stakeholders.</i>	<i>Quantitative and/or qualitative variable that provides a simple and reliable mean to measure the achievement of the corresponding result To be presented, when relevant, disaggregated by sex, age, urban/rural, disability, etc.</i>	<i>The value of the indicator(s) prior to the intervention against which progress can be assessed or comparisons made. (Ideally, to be drawn from the partner's strategy)</i>	<i>The intended final value of the indicator(s). (Ideally, to be drawn from the partner's strategy)</i>	<i>The latest available value of the indicator(s) at the time of reporting (* to be updated in interim and final reports)</i>	<i>Ideally to be drawn from the partner's strategy.</i>	<i>Not applicable</i>
Outcome (s) (Specific objective(s))	<i>The main medium-term effect of the intervention focusing on behavioural and institutional changes resulting from the Action (It is good practice to have one specific objective only, however for large Actions, other short term outcomes can be included here)</i>	<i>(see definition above)</i>	<i>The value of the indicator(s) prior to the intervention against which progress can be assessed or comparisons made.</i>	<i>The intended final value of the indicator(s).</i>	<i>(same as above)</i>	<i>Sources of information and methods used to collect and report (including who and when/how frequently).</i>	<i>Factors outside project management's control that may influence on the impact-outcome(s) linkage.</i>
Outputs	<i>The direct/tangible products (infrastructure, goods and services) delivered/generated by the intervention (*Outputs should in principle be linked to corresponding outcomes through clear numbering)</i>	<i>(same as above)</i>	<i>(same as above)</i>	<i>(same as above)</i>	<i>(same as above)</i>	<i>(same as above)</i>	<i>Factors outside project management's control that may influence on the other outcome(s)/outputs linkage.</i>

2.4. Activity Matrix

<p><i>What are the key activities to be carried out to produce the intended outputs?</i></p> <p><i>(*activities should in principle be linked to corresponding output(s) through clear numbering)</i></p>	<p>Means <i>What are the political, technical, financial, human and material resources required to implement these activities, e.g. staff, equipment, supplies, operational facilities, etc.</i></p> <p>Costs <i>What are the action costs? How are they classified? (Breakdown in the Budget for the Action)</i></p>	<p>Assumptions <i>Factors outside project management's control that may impact on the activities-outputs linkage.</i></p>
---	---	---

2.5. Please provide an updated action plan for the future activities of the project⁶

Year													
Activity	Half-year 1						Half-year 2						Implementing body
	Month 1	2	3	4	5	6	7	8	9	10	11	12	
<i>Example</i>	<i>example</i>												<i>Example</i>
Preparation Activity 1 (title)													Beneficiary or affiliated entity 1
Execution Activity 1 (title)													Beneficiary of affiliate entity 1
Preparation Activity 2 (title)													Beneficiary or affiliate entity 2
Etc.													

3. Beneficiaries/affiliated entities, trainees and other cooperation

- 3.1. How do you assess the relationship between the beneficiaries/affiliated entities of this grant contract (i.e. those having signed the mandate for the coordinator or the affiliated entity statement)? Please provide specific information for each beneficiary/affiliated entity.
- 3.2. How would you assess the relationship between your organisation and State authorities in the action countries? How has this relationship affected the action?
- 3.3. Where applicable, describe your relationship with any other organisations involved in implementing the action:
 - Associate(s) (if any)
 - Contractor(s) (if any)
 - Final beneficiaries and target groups
 - Other third parties involved (including other donors, other government agencies or local government units, NGOs, etc.)

⁶ This plan will cover the financial period between the interim report and the next report.

<Contract number>

<Start date and end date of the reporting period>

- 3.4. Where applicable, outline any links and synergies you have developed with other actions.
- 3.5. If your organisation has received previous EU grants in view of strengthening the same target group, in how far has this action been able to build upon/complement the previous one(s)? (List all previous relevant EU grants).
- 3.6. Where applicable, include a traineeship report on each traineeship which ended in the reporting period to be prepared by the trainee including the result of the traineeship and assessment of the qualifications obtained by the trainee with a view to his/her future employment.

4. Visibility

How is the visibility of the EU contribution being ensured in the action?

The European Commission may wish to publicise the results of actions. Do you have any objection to this report being published on the EuropeAid website? If so, please state your objections here.

Name of the contact person for the action:

.....

Signature:

Location:

Date report due:

Date report sent:

ANNEX VI FINAL NARRATIVE REPORT

- This report must be completed and signed by the contact person of the coordinator.
- The information provided below must correspond to the financial information that appears in the financial report.
- Please complete the report using a typewriter or computer (***you can find this form at the following address <specify>***).
- Please expand the paragraphs as necessary.
- ***Please refer to the special conditions of your grant contract and send one copy of the report to each address mentioned.***
- The contracting authority will reject any incomplete or badly completed reports.
- Unless otherwise specified, the answer to all questions must cover the reporting period as specified in point 1.6.
- Please do not forget to attach to this report the proof of the transfers of ownership referred to in Article 7.5 of the general conditions.

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- 1.9. Country(ies) in which the activities take place (if different from 1.7):

¹ 'Target groups' are the groups/entities who will be directly positively affected by the project at the project purpose level, and 'final beneficiaries' are those who will benefit from the project in the long term at the level of the society or sector at large.

2. Assessment of the implementation of action activities and its results

2.1. Executive summary of the action

Please give a global overview of the action's implementation for the whole duration of the project

Referring to the updated final logical framework matrix² (see point 2.3. below), describe the level of achievement of the outcome(s) on both the final beneficiaries &/or target group (if different) and the situation in the target country or target region which the action addressed.

Please explain if the intervention logic has proved to be valid, including with the possible changes and their justifications presented in earlier reports, comment the likeliness of reaching the final target(s) related to the impact in a near future (specify).

Please indicate any modification that have be brought to the Logical framework matrix since the start of the Action and explain briefly why (complete explanation should be placed in the 2.2 section under the relevant level considered: outcomes, outputs, activities).

2.2. Results and activities

A. RESULTS

The narrative report should be based on the monitoring and evaluation system set up using as a basis the Logical framework matrix. As such, narrative reports must inform all the indicators defined in the logical framework. Monitoring and/or evaluation reports relating to the performance of the Action shall be used and mentioned in the narrative report. All the monitoring and/or evaluation reports shall be submitted to the Commission with the Final narrative report.

What is your assessment of the results of the action so far? Include observations on the performance and the achievement of outputs, outcomes and impact and whether the action has had any unforeseen positive or negative results.

Explain how the Action has mainstreamed cross-cutting issues such as promotion of human rights,³ gender equality,⁴ democracy, good governance, children's rights and indigenous peoples, youth, environmental sustainability⁵ and combating HIV/AIDS (if there is a strong prevalence in the target country/region).

Referring to the final updated logframe matrix (see point 2.3. below) please comment the level of achievement of all the results on the basis of the corresponding current value of the indicators and all the related activities implemented during the reporting period.

- the level of achievement on the basis of the corresponding baseline, target and current value of the indicators, making reference to the assumptions and risks defined in the Logical framework

² The relevant terminology (i.e. outputs, outcome, indicators, etc.) is defined in the logical framework matrix template attached to the guidelines for applicants (Annex e3d).

³ Including those of people with disabilities. For more information, see 'Guidance note on disability and development' at https://ec.europa.eu/europeaid/disability-inclusive-development-cooperation-guidance-note-eu-staff_en

⁴ See Guidance on Gender equality at https://ec.europa.eu/europeaid/toolkit-mainstreaming-gender-equality-ec-development-cooperation_en

⁵ See Guideline for environmental integration at https://ec.europa.eu/europeaid/sectors/economic-growth/environment-and-green-economy/climate-change-and-environment_en

- the activities covered and implemented. Activities should be linked to corresponding output(s) through clear numbering.

(...)

Outcome – "<Title of the Outcome>"

(...)

Comment on final status of indicators associated to Oc and explain any changes, especially any underperformance; refer to the indicators and assumptions in the Logframe:

(Possibly) intermediary Outcome 1 (iOc1) – "<Title of intermediary Outcome 1>"

(...)

Output 1.1. (Op 1.1.) – "Title of Output 1.1. "

(...)

Following the above assessment of results, please elaborate on all the topics/activities covered.

B. ACTIVITIES

Activity 1.1.1.

Please explain any problems (e.g. delay, cancellation, postponement of activities) which have arisen and how they have been addressed (if applicable)

Please list any risks that might have jeopardised the realisation of some activities and explain how they have been tackled.

Activity 1.1.2.

(...)

- 2.3.** What has your organisation or any actor involved in the Action learned from the Action and how has this learning (including evidence from monitoring and evaluations) -been utilised and disseminated? What has and has not worked?

Describe if the action will continue after the support from the European Union has ended. Are there any follow up activities envisaged? What will ensure the sustainability of the action?

- 2.4.** The Logical framework (logframe) matrix should evolve during the Action project (i.e. the projects) lifetime: new lines can be added for listing new activities as well as new columns for intermediary targets (milestones) when it is relevant and values will be regularly updated in the column foreseen for reporting purpose (see "Current value"). The term "results" refers to the outputs, outcome(s) and impact of the Action.

The logframe can be revised as necessary (in line with the provisions defined in Article 9.4 of the General Conditions).

	Result chain	Indicator	Baseline (value & reference year)	Target (value & reference year)	Current value* (reference year) (* to be included in interim and final reports)	Source and mean of verification	Assumptions
Impact (Overall objective)	<i>The broader, long-term change to which the action contributes at country, regional or sector level, in the political, social, economic and environmental global context which will stem from interventions of all relevant actors and stakeholders.</i>	<i>Quantitative and/or qualitative variable that provides a simple and reliable mean to measure the achievement of the corresponding result To be presented, when relevant, disaggregated by sex, age, urban/rural, disability, etc.</i>	<i>The value of the indicator(s) prior to the intervention against which progress can be assessed or comparisons made. (Ideally, to be drawn from the partner's strategy)</i>	<i>The intended final value of the indicator(s). (Ideally, to be drawn from the partner's strategy)</i>	<i>The latest available value of the indicator(s) at the time of reporting (* to be updated in interim and final reports)</i>	<i>Ideally to be drawn from the partner's strategy.</i>	<i>Not applicable</i>
Outcome (s) (Specific objective(s))	<i>The main medium-term effect of the intervention focusing on behavioural and institutional changes resulting from the Action (It is good practice to have one specific objective only, however for large Actions, other short term outcomes can be included here)</i>	<i>(see definition above)</i>	<i>The value of the indicator(s) prior to the intervention against which progress can be assessed or comparisons made.</i>	<i>The intended final value of the indicator(s).</i>	<i>(same as above)</i>	<i>Sources of information and methods used to collect and report (including who and when/how frequently).</i>	<i>Factors outside project management's control that may influence on the impact-outcome(s) linkage.</i>

	<i>Result chain</i>	<i>Indicator</i>	<i>Baseline (value & reference year)</i>	<i>Target (value & reference year)</i>	<i>Current value* (reference year) (* to be included in interim and final reports)</i>	<i>Source and mean of verification</i>	<i>Assumptions</i>
<i>Outputs</i>	<i>The direct/tangible products (infrastructure, goods and services) delivered/generated by the intervention (*Outputs should in principle be linked to corresponding outcomes through clear numbering)</i>	<i>(same as above)</i>	<i>(same as above)</i>	<i>(same as above)</i>	<i>(same as above)</i>	<i>(same as above)</i>	<i>Factors outside project management's control that may influence on the other outcome(s)/outputs linkage.</i>

2.5. Activity matrix

<i>What are the key activities to be carried out to produce the intended outputs? (*activities should in principle be linked to corresponding output(s) through clear numbering)</i>	<p>Means <i>What are the political, technical, financial, human and material resources required to implement these activities, e.g. staff, equipment, supplies, operational facilities, etc.</i></p> <p>Costs <i>What are the action costs? How are they classified? (Breakdown in the Budget for the Action)</i></p>	Assumptions <i>Factors outside project management's control that may impact on the activities-outputs linkage.</i>
---	---	--

2.6. Explain how the action has mainstreamed cross-cutting issues such as promotion of human rights,⁶ gender equality,⁷ democracy, good governance, children’s rights and indigenous peoples, environmental sustainability⁸ and combating HIV/AIDS (if there is a strong prevalence in the target country/region)⁹.

2.7. How and by whom have the activities been monitored/evaluated? Please summarise the results of the feedback received from the beneficiaries and others.

2.8. What has your organisation or any actor involved in the action learned from the action and how has this learning been utilised and disseminated?

⁶ Including those of people with disabilities. For more information, see ‘Guidance note on disability and development’ at https://ec.europa.eu/europeaid/disability-inclusive-development-cooperation-guidance-note-eu-staff_en

⁷ https://ec.europa.eu/europeaid/toolkit-mainstreaming-gender-equality-ec-development-cooperation_en

⁸ Guidelines for environmental integration are available at: https://ec.europa.eu/europeaid/sectors/economic-growth/environment-and-green-economy/climate-change-and-environment_en

⁹ Please refer to EC Guidelines on gender equality, disabilities, etc.

- 2.9.** Please list all materials (and number of copies) produced during the action on whatever format (please enclose a copy of each item, except if you have already done so in the past).

Please state how the items produced are being distributed and to whom.

- 2.10.** Please list all contracts (works, supplies, services) above EUR 60000 awarded for the implementation of the action for the whole implementation period since the last interim report if any or during the reporting period, giving for each contract the amount, the name of the contractor and a brief description on how the contractor was selected, including compliance with EU restrictive measures.

3. Beneficiaries/affiliated entities, trainees and relations with Government/other cooperation

- 3.1.** How do you assess the relationship between the beneficiaries/affiliated entities of this grant contract (i.e. those having signed the mandate for the coordinator or an affiliated entity statement)? Please provide specific information for each beneficiary/affiliated entity.
- 3.2.** Is the above agreement between the signatories to the grant contract to continue? If so, how? If not, why?
- 3.3.** How would you assess the relationship between your organisation and State authorities in the action countries? How has this relationship affected the action?
- 3.4.** Where applicable, describe your relationship with any other organisations involved in implementing the action:
- Associate(s) (if any)
 - Contractor(s) (if any)
 - Final beneficiaries and target groups
 - Other third parties involved (including other donors, other government agencies or local government units, NGOs, etc.)
- 3.5.** Where applicable, outline any links and synergies you have developed with other actions.
- 3.6.** If your organisation has received previous EU grants in view of strengthening the same target group, in how far has this action been able to build upon/complement the previous one(s)? (List all previous relevant EU grants).
- 3.7.** How do you evaluate cooperation with the services of the contracting authority?
- 3.8.** Where applicable, include a traineeship report on each traineeship which ended in the reporting period to be prepared by the trainee including the result of the traineeship and assessment of the qualifications obtained by the trainee with a view to his/her future employment.

4. Visibility

How is the visibility of the EU contribution being ensured in the action?

The European Commission may wish to publicise the results of actions. Do you have any objection to this report being published on the EuropeAid website? If so, please state your objections here.

5. Location of records, accounting and supporting documents

Please indicate in a table the location of records, accounting and supporting documents for each beneficiary and affiliated entity entitled to incur costs.

The European Commission may wish to publicise the results of actions. Do you have any objection to this report being published on the website of DG International Cooperation and Development ? If so, please state your objections here.

Name of the contact person for the action:

Signature:Location:

Date report due:Date report sent:

Nota Bene

The beneficiary(ies) alone is responsible for ensuring that the financial information provided in these tables is correct.

Forecast budget and follow-up

In accordance with Article 15.3 of the General Conditions a forecast budget for the subsequent reporting period or for the remaining period (if shorter) must be provided with any request for payment of further pre-financing instalment.

Interim Report & Final Report

Additional information on expenditure incurred in local or other currencies than the euro (or the currency of the Contract) may be asked by the Contracting Authority

Addenda and use of contingencies

To be filled in case of an addendum and/or when contingencies are used.

ROUNDINGS

Figures have to be rounded to the nearest euro cent

Addenda or use of contingencies

Contract No
Implementation period of the contract (dd/mm/yyyy-dd/mm/yyyy)

Expenditures	Budget as per contract/last addendum signed				Use of contingencies/ addenda	Budget as per new addendum signed (Only to be completed when an amendment is necessary)			
	Unit	# Units	Unit value (in EUR)	Total Cost (in EUR)		Unit	# Units	Unit value (in EUR)	Total Cost (in EUR)
		(a)	(b)	(a)*(b)			(a)	(b)	(a)*(b)
1. Human Resources									
1.1 Salaries (gross salaries including social security charges and other related costs, local staff)									
1.1.1 Technical	Per month					Per month			
1.1.2 Administrative/support staff	Per month					Per month			
1.2 Salaries (gross amounts incl social sec charges and other related costs, expat/int. staff)	Per month					Per month			
1.3 Per diems for missions/travel									
1.3.1 Abroad (staff assigned to the Action)	Per diem					Per diem			
1.3.2 Local (staff assigned to the Action)	Per diem					Per diem			
1.3.3 Seminar/conference participants	Per diem					Per diem			
Subtotal Human Resources									
2. Travel									
2.1. International travel	Per flight					Per flight			
2.2 Local transportation	Per month					Per month			
Subtotal Travel									
3. Equipment and supplies									
3.1 Purchase or rent of vehicles	Per vehicle					Per vehicle			
3.2 Furniture, computer equipment									
3.3 Machines, tools, etc.									
3.4 Spare parts/equipment for machines, tools									
3.5 Other (please specify)									
Subtotal Equipment and supplies									
4. Local office									
4.1 Vehicle costs	Per month					Per month			
4.2 Office rent	Per month					Per month			
4.3 Consumables - office supplies	Per month					Per month			
4.4 Other services (tel/fax, electricity/heating, maintenance)	Per month					Per month			
Subtotal Local office									
5. Other costs, services									
5.1 Publications									
5.2 Studies, research									
5.3 Expenditure verification/Audit									
5.4 Evaluation costs									
5.5 Translation, interpreters									
5.6 Financial services (bank guarantee costs etc.)									
5.7 Costs of conferences/seminars									
5.8 Visibility actions									
Subtotal Other costs, services									
6. Other									
Subtotal Other									
7. Subtotal direct eligible costs of the Action (1-6)									
8. Indirect costs (maximum 7% of 7, subtotal of direct eligible costs of the Action)									
9. Total eligible costs of the Action, excluding reserve and volunteers' work (7+ 8)									
10.1 Provision for contingency reserve (maximum 5% of 7, subtotal of direct eligible costs of the Action)									
10.2 Volunteers' work	Per day					Per day			
11. Total eligible costs (9+10)									

12. - Taxes - Contributions in kind								
13. Total accepted costs of the Action (11+12)								

Forecast Budget & follow-up									
Contract No									
Implementation period of the contract (dd/mm/yyyy-dd/mm/yyyy)									
Expenditures	Previous period (dd/mm/yyyy-dd/mm/yyyy)				Real Previous Period Total Cost (in EUR)	Following period (dd/mm/yyyy-dd/mm/yyyy)			
	Unit	# Units	Unit value (in EUR)	Total Cost (in EUR)		Unit	# Units	Unit value (in EUR)	Total Cost (in EUR)
1. Human Resources									
1.1 Salaries (gross amounts, local staff)									
1.1.1 Technical	Per month					Per month			
1.1.2 Administrative/ support staff	Per month					Per month			
1.2 Salaries (gross amounts, expat/int. staff)	Per month					Per month			
1.3 Per diems for missions/travel									
1.3.1 Abroad (staff assigned to the Action)	Per diem					Per diem			
1.3.2 Local (staff assigned to the Action)	Per diem					Per diem			
1.3.3 Seminar/conference participants	Per diem					Per diem			
Subtotal Human Resources									
2. Travel									
2.1 International travel	Per flight					Per flight			
2.2 Local transportation	Per month					Per month			
Subtotal Travel									
3. Equipment and supplies									
3.1 Purchase or rent of vehicles	Per vehicle					Per vehicle			
3.2 Furniture, computer equipment									
3.3 Machines, tools...									
3.4 Spare parts/equipment for machines, tools									
3.5 Other (please specify)									
Subtotal Equipment and supplies									
4. Local office									
4.1 Vehicle costs	Per month					Per month			
4.2 Office rent	Per month					Per month			
4.3 Consumables - office supplies	Per month					Per month			
4.4 Other services (tel/fax, electricity/heating, maintenance)	Per month					Per month			
Subtotal Local office									
5. Other costs, services									
5.1 Publications									
5.2 Studies, research									
5.3 Expenditure verification/Audit									
5.4 Evaluation costs									
5.5 Translation, interpreters									
5.6 Financial services (bank guarantee costs etc.)									
5.7 Costs of conferences/seminars									
5.8 Visibility actions									
Subtotal Other costs, services									
6. Other									
Subtotal Other									
7. Subtotal direct eligible costs of the Action (1-6)									
8. Indirect costs (maximum 7% of 7, subtotal of direct eligible costs of the Action)									
9. Total eligible costs of the Action, excluding reserve and volunteers' work (7+ 8)									
10.1 Provision for contingencies (maximum 5% of 7, subtotal direct eligible costs of the Action)									
10.2 Volunteers' work	Per day					Per day			
11. Total eligible costs (9+10)									
12. - Taxes - Contributions in kind									
13. Total accepted costs of the action (11+12)									

Contract No												
Implementation period of the contract (dd/mm/yyyy-dd/mm/yyyy)												
Interim financial report: period (dd/mm/yyyy-dd/mm/yyyy)	Budget as per contract/addendum				Reallocation	Expenditure incurred					Variation in comparison budget/reall	
	Expenditures	Unit	# Units	Unit value (in EUR)	Total Cost (in EUR)	allowed reallocation (article 9.4 of the GC)	# Units	Unit value (in EUR)	Total Cost (in EUR)	Cumulated costs (before current report) (in EUR)	Cumulated costs (from start of implementation to present report included) (in EUR)	Difference of cumulated costs till present and budget as per contract/addendum
			(a)	(b)	(c)=a*b	(r)	(a)	(b)	(c)=a*b	(d)	(f)=c+d	(g)= c (or r) - f
1. Human Resources												
1.1 Salaries (gross amounts, local staff)												
1.1.1 Technical	Per month											
1.1.2 Administrative/ support staff	Per month											
1.2 Salaries (gross amounts, expat/int. staff)	Per month											
1.3 Per diems for missions/travel												
1.3.1 Abroad (staff assigned to the Action)	Per diem											
1.3.2 Local (staff assigned to the Action)	Per diem											
1.3.3 Seminar/conference participants	Per diem											
2. Travel												
2.1. International travel	Per flight											
2.2 Local transportation	Per month											
Subtotal Travel												
3. Equipment and supplies												
3.1 Purchase or rent of vehicles	Per vehicle											
3.2 Furniture, computer equipment												
3.3 Machines, tools, etc.												
3.4 Spare parts/equipment for machines, tools												
3.5 Other (please specify)												
Subtotal Equipment and supplies												
4. Local office												
4.1 Vehicle costs	Per month											
4.2 Office rent	Per month											
4.3 Consumables - office supplies	Per month											
4.4 Other services (tel/fax, electricity/heating, maintenance)	Per month											
Subtotal Local office												
5. Other costs, services												
5.1 Publications												
5.2 Studies, research												
5.3 Expenditure verification/Audit												
5.4 Evaluation costs												
5.5 Translation, interpreters												
5.6 Financial services (bank guarantee costs etc.)												
5.7 Costs of conferences/seminars												
5.8 Visibility actions												
Subtotal Other costs, services												
6. Other												
Subtotal Other												
7. Subtotal direct eligible costs of the Action (1-6)												
8. Indirect costs (maximum 7% of 7, subtotal of direct eligible costs of the Action)												
9. Total eligible costs of the Action, excluding reserve and volunteers' work (7+ 8)												
10.1 Not applicable												
10.2 Volunteers' work	Per day											
11. Total eligible costs (9+10)												
12. - Taxes - Contributions in kind												
13. Total accepted costs of the action (11+12)												

Final financial report: period (dd/mm/yyyy-dd/mm/yyyy)	Contract No												
	Implementation period of the contract (dd/mm/yyyy-dd/mm/yyyy)												
	Budget as per contract/addendum				Reallocation	Expenditure incurred					Variations in comparison with initial budget/addendum		
	Unit	# Units	Unit value (in EUR)	Total Cost (in EUR)	Reallocation allowed (Article 9.4 of the General Conditions)	# Units	Unit value (in EUR)	Total Cost (in EUR)	Cumulated costs (before current report) (in EUR)	Cumulated costs (from start of implementation to present report included) (in EUR)	In absolute value in EUR	In %	Explanation for all variations
	(a)	(b)	(c)=a*b		(a)	(b)	(c)=a*b	(d)	(f)=c+d				
1. Human Resources													
1.1 Salaries (gross amounts, local staff)													
1.1.1 Technical	Per month												
1.1.2 Administrative/ support staff	Per month												
1.2 Salaries (gross amounts, expat/int. staff)	Per month												
1.3 Per diems for missions/travel													
1.3.1 Abroad (staff assigned to the Action)	Per diem												
1.3.2 Local (staff assigned to the Action)	Per diem												
1.3.3 Seminar/conference participants	Per diem												
2. Travel													
2.1. International travel	Per flight												
2.2 Local transportation	Per month												
Subtotal Travel													
3. Equipment and supplies													
3.1 Purchase or rent of vehicles	Per vehicle												
3.2 Furniture, computer equipment													
3.3 Machines, tools, etc.													
3.4 Spare parts/equipment for machines, tools													
3.5 Other (please specify)													
Subtotal Equipment and supplies													
4. Local office													
4.1 Vehicle costs	Per month												
4.2 Office rent	Per month												
4.3 Consumables - office supplies	Per month												
4.4 Other services (tel/fax, electricity/heating, maintenance)	Per month												
Subtotal Local office													
5. Other costs, services													
5.1 Publications													
5.2 Studies, research													
5.3 Expenditure verification/Audit													
5.4 Evaluation costs													
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5.7 Costs of conferences/seminars													
5.8 Visibility actions													
Subtotal Other costs, services													
6. Other													
Subtotal Other													
7. Subtotal direct eligible costs of the Action (1-6)													
8. Indirect costs (maximum 7% of 7, subtotal of direct eligible costs of the Action)													
9. Total eligible costs of the Action, excluding reserve and volunteers' work (7+ 8)													
10.1 Not applicable													
10.2 Volunteers' work	Per day												
11. Total eligible costs (9+10)													
12. - Taxes - Contributions in kind													
13. Total accepted costs of the action (11+12)													

Final sources of funding

		Amount
		EUR
Applicant contribution		
Other contributions (other Donors etc)		
<i>Name</i>	<i>Conditions</i>	
Revenue from the Action		
To be inserted if applicable and allowed by the guidelines:		
In-kind contribution		
Volunteers' work		

List of Pending payments (above 500 EUR)

Please list the following details: Name of the provider, Object of the contract (Final Audit, Works execution guarantee...), Amount in €, Due date, Reference document (Date and number of Invoice/ contract), Explanation and comments (why still not paid?)

Name of the provider	Object of the contract	Amount in EUR	Due date	Reference document	Explanation and comments

We herewith commit to refund to the European Union, according to art. 18 of the General Conditions, any amount for which proof of payment cannot be provided upon request after the due date, unless reasonable justification is provided.

Signed

TERMS OF REFERENCE FOR AN EXPENDITURE VERIFICATION OF A GRANT CONTRACT EXTERNAL ACTION OF THE EUROPEAN UNION

▪ How to use this terms of reference MODEL

▪ (also applies to Annex 1)

- **insert** the information requested between the <...>
- **choose** the optional text between [...] highlighted in grey when applicable or delete
- **delete** all yellow instructions and the present text box

The present terms of reference apply to the verification of expenditure declared in financial reports under the following contracts:

1) Grant Contract¹ number and title of the action: <...>

[2) Grant Contract² number and title of the action: <...>]

<Repeat contracts/reports as applicable>

Detailed information is provided at the cover page of Annex 1

1 Contract in relation to which the financial report subject to verification is issued. The contract established with the expenditure verifier will be identified as "Verification Contract"

2 Contract in relation to which the financial report subject to verification is issued. The contract established with the expenditure verifier will be identified as "Verification Contract"

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1 Introduction

The present document and the Annexes listed in Section 8 are the terms of reference ('ToR') on which the Coordinator (The term "Coordinator" refers to the Beneficiary identified as the Coordinator in the Special Conditions) agrees to engage 'the Expenditure Verifier' to perform a verification of reported expenditure .

Where in these ToR the 'Contracting Authority' is mentioned, this refers to the < European Commission or name of another contracting authority>, which has signed the Grant Contract with the Beneficiary and is providing the grant funding. The Contracting Authority is not party to this agreement.

These ToR will become an integral part of the contract concluded between the Coordinator and the Expenditure Verifier.

They apply to expenditure verifications contracted by the Coordinator and cover the verification of expenditure incurred under the EU financed contracts on the cover sheet.

2 Objectives and context

The Expenditure Verifier is expected

- to carry out the agreed-upon procedures listed in Annex 2, and
- to issue reports based on the template in Annex 3 which will support the Contracting Authority's conclusions on the eligibility of the reported expenditure and the related follow-up.

The expenditure verification will be performed as [**Choose either one or both**] a desk review or/and fieldwork at the location indicated in Annex 1.]

The Expenditure Verifier is not expected to provide an audit opinion.

3 Standards and Ethics

The Expenditure Verifier shall undertake this engagement in accordance with:

- the International Standard on Related Services ('ISRS') 4400 Engagements to perform Agreed-upon Procedures regarding Financial Information as promulgated by the IFAC;
- the IFAC Code of Ethics for Professional Accountants, developed and issued by IFAC's International Ethics Standards Board for Accountants (IESBA), which establishes fundamental ethical principles for Auditors with regard to integrity, objectivity, independence, professional competence and due care, confidentiality, professional behaviour and technical standards.

Although ISRS 4400 provides that independence is not a requirement for agreed-upon procedures engagements, the Coordinator requires that the Expenditure Verifier is independent from the Coordinator and complies with the independence requirements of the IFAC Code of Ethics for Professional Accountants.

4 Requirements for the Expenditure Verifier

By agreeing these ToR, the Expenditure Verifier confirms meeting at least one of the following conditions:

- The Expenditure Verifier is a member of a national accounting or auditing body or institution which in turn is a member of the International Federation of Accountants (IFAC).
- The Expenditure Verifier is a member of a national accounting or auditing body or institution. Although this organisation is not member of the IFAC, the Expenditure Verifier commits to undertake this expenditure verification in accordance with the IFAC standards and ethics set out in these ToR.
- The Expenditure Verifier is registered as a statutory auditor in the public register of a public oversight body in an EU member state in accordance with the principles of public oversight set out in Directive 2006/43/EC of the European Parliament and of the Council (this applies to auditors and audit firms based in an EU member state)³.
- The Expenditure Verifier is registered as a statutory auditor in the public register of a public oversight body in a third country and this register is subject to principles of public oversight as set out in the legislation of the country concerned (this applies to auditors and audit firms based in a third country).

5 Scope

5.1 *Contracts and Financial Reports covered by these ToR*

The Contract(s) and Financial Reports subject to this expenditure verification are indicated on the cover sheet and in Annex 1.

5.2 *Conditions for Eligibility of Expenditure*

The conditions for eligibility are stipulated in the Contracts which are provided in Annex 1 (including riders).

6 Verification Process and Methodology

6.1 *Preparation of the Verification*

The Expenditure Verifier shall prepare the verification and to agree on the timing for carrying out the expenditure verification, notably with regard to fieldwork (if any) (see Section 6.2. for applicable maximum time lags). The Expenditure Verifier will then also confirm with the Coordinator the location(s) indicated in Annex 1 and ensure that relevant supporting documents as well as key staff will be available during the verification.

6.2 *Preparatory Meeting, Fieldwork, Desk Review*

[The Coordinator foresees a preparatory meeting with the Expenditure Verifier which will be held [**<Choose either one or both>** by conference call or at **<name and address of the meeting place should be clearly stated>**.]

The field work or desk review shall commence as soon as possible and not later than **<number>** calendar days after the signature of the verification contract or the date of availability of the Financial Report (i.e. financial report, supporting documents and other relevant information).

³ Directive 2006/43 of the European Parliament and of the Council of 17 May 2006 on statutory audits of annual accounts and consolidated accounts, amending Council Directives 78/660/EEC and 83/349/EEC and repealing Council Directive 84/253 EEC.

6.2.1 Engagement Context, Materiality, Risk Analysis, Sampling

The Expenditure Verifier's procedures should include:

- obtaining a sufficient understanding of the engagement context including the contractual conditions, the Coordinator and the applicable EC laws and regulations which are set out in Section 5 above (Scope). The Expenditure Verifier should pay specific attention to the contractual provisions relevant for the following aspects:
 - documentation, filing and record keeping for expenditure and income;
 - eligibility of expenditure and income;
 - procurement and origin rules insofar as these conditions are relevant to determine the eligibility of expenditure;
 - asset management (management and control of fixed assets; e.g. equipment).
 - cash and bank management (treasury);
 - payroll and time management;
 - accounting (including the use of exchange rates) and financial reporting of expenditure and income; and
 - internal controls and notably financial internal controls.

The understanding should be sufficient to identify and assess the risks of material errors or misstatements in the expenditure and revenue stated in the Financial Report in order to determine the size and structure of the expenditure sample to be tested, whether caused by error or fraud, and sufficient to design and perform further verification procedures.

- performing a risk analysis (Annex 2).

The outcome of the risk analysis has to be clearly described in the Verification Report (Annex 3, Section 2.1);

- determining the sample size;

For the purpose of determining what the overall material misstatement or error is, the Expenditure Verifier will apply a materiality threshold of 2% of the total amount of the gross reported expenditure with a confidence level of 95%.

- establishing the sample and selecting the individual items for testing (Annex 2).

The link between the risk assessment and the size and composition of the sample, as well as the sampling method (statistical/non-statistical) must be clearly described in the Verification Report (Annex 3, Section 2.2);

6.2.2 Fieldwork / Desk Review

The main task during the fieldwork or desk review will be to perform the substantive tests (Annex 2, Section 2). Key information about the testing process must be provided in the Verification Report (Annex 3, Section 4).

6.2.3 Debriefing Memo and Closing Meeting

At the end of the fieldwork or desk review, the Expenditure Verifier should prepare a debriefing memo, organize a closing meeting with the Coordinator in order to discuss the findings, obtain its initial comments and agree on additional information to be provided at a later date.

6.2.4 Documentation and Verification Evidence

The evidence to be used for performing the procedures in Annex 2 is all financial and non-financial information which makes it possible to examine the expenditure declared in the Financial Report.

The Expenditure Verifier documents matters which are important in providing evidence to support the report of factual findings, and evidence that the work was carried out in accordance with ISRS 4400 and these ToR.

6.3 Reporting

6.3.1 Structure and Content of the Report

The use of the Expenditure Verification Report template in Annex 3 of these ToR, including the annexed tables, is **compulsory**.

If the verification scope covers Financial Reports related to different Contracts, a separate and specific report should be issued for each Contract.

The report should provide basic information about the Contract and should describe the outcome of the risk analysis and its implications on the sampling. The report should also give an overview of the substantive testing and fully disclose the information regarding the items included in the expenditure population and in the sample. The report should finally detail the findings identified through the performance of the agreed-upon procedures.

The report should be presented in <language>.

The Expenditure Verifier will submit within < number of working days to be indicated by the Coordinator> working days of the conclusion of the field work a draft report to the Coordinator for comments to be received within < number of working days to be indicated by the Coordinator>working days. This delay expired, the Expenditure Verifier will provide the final report to the Coordinator within < number of working days to be indicated by the Coordinator>working days from the receipt of the comments (if any).

6.3.2 Expenditure Verification Findings and Recommendations

The factual findings shall be reported in accordance with the formats and criteria specified in the Expenditure Verification Report template (Annex 3). The description of findings will include the standard applied (e.g. art. xx of the General Conditions of the Contract), the facts and the analysis of the Expenditure Verifier.

The verification report should include all financial findings made by the Expenditure Verifier, regardless of the amount involved. Changes in the financial findings occurring between the draft and final report as a result of the consultation procedure should be clearly and sequentially reported.

7 Other Matters

7.1 Subcontracting

The Expenditure Verifier will not subcontract without prior written authorisation from the Coordinator.

8 Annexes

Annex 1 - Engagement Context / Key Information

Annex 2 – Guidelines for Risk Analysis and Verification Procedures

Annex 3 - Model for Expenditure Verification Report

Annex 1: Engagement Context / Key Information

Contract⁴ and report summary

[Annex to be completed by the Coordinator]

Information about the Grant Contract	
Reference number and date of the Grant Contract	< Contracting Authority's reference for the Grant Contract >
Grant contract title	
Country	
Coordinator	< full name and address of the Coordinator as per the Grant Contract >
Beneficiary(ies) and affiliated entity(ies)	< full name and address of the Beneficiary(ies) and related affiliated entity(ies) as per the Grant Contract >
Start date of the implementation period of the Action	
End date of the implementation period of the Action	
Financial Report(s) subject to verification:	<DD/MM/YYYY-DD/MM/YYYY> <DD/MM/YYYY-DD/MM/YYYY> <DD/MM/YYYY-DD/MM/YYYY>
Total amount received to date by the Coordinator from Contracting Authority	< Total amount received as per dd.mm.yyyy >
Total amount of the payment request	< provide the total amount requested for payment as per Annex V to the Special Conditions for Grant Contracts (Payment Request for a grant contract for European Union external actions) >
Contracting Authority	[<Provide the name, position/title, phone and E-mail of the contact person at the Contracting Authority>. (To be completed only if the Contracting Authority is not the Commission.)]
European Commission	< provide the name, position/title, phone and E-mail of the contact person in the Delegation of the European Union in the country concerned, or if applicable at Headquarters >
Auditor	< Name and address of the audit firm and names/positions of the auditors >

⁴ Contract in relation to which the financial report subject to verification is issued. The contract established with the expenditure verifier will be identified as "Verification Contract"

A Logistics		
Issue	Question	Reply
Locations	1. Where do the Coordinator and other Beneficiary(ies) and affiliated entity(ies) retain the accounting records?	
	2. Where do the Coordinator and other Beneficiary(ies) and affiliated entity(ies) retain the original supporting documents?	
	3. Where were contractual activities carried out?	
	4. Where are key project staff available to provide information and explanations?	
Languages	5. Which is the contractual language?	
	6. Which is the language of the accounting records?	
	7. Which are the languages of supporting documents?	
	8. Which languages are spoken by key project staff?	

B Contractual Conditions		
Contract amount	9. What is the total amount of the contract?	
EC contribution	10. What is the amount of the EC contribution?	
Other contributions	11. Which are the other sources of funding (including the Coordinator)?	Source 1 / amount
		Source 2 / amount
		Source 3 / amount
		Source 4 / amount
		Source 5 / amount

C Financial Report (enclosed as Annex 1.1)		
Financial report	12. Approximately how many expense transactions have been reported / are expected to be reported in the Financial Report?	
	13. What is the distribution of these transactions (e.g. capital expenditure, operating expenditure, fees, simplified costs, per diem, etc.), Are the transactions few/many of large/small value?	
	14. To what extent have Project transactions been carried out in cash?	[high, medium, low]
	15. In which currencies has expenditure been incurred?	
	16. What is the reporting currency?	

	17. How many other Financial Reports have already been presented by the Coordinator under this contract?	
--	--	--

D Procurement

Procurement	18. How many procurement procedures have been undertaken during the period covered by the Financial Report?	
	19. Was the EC involved in any of the procurement procedures referred to in question 18 (e.g. ex-ante verifications or derogations to the rule of origin)?	
	20. Are works done and supplies delivered under the contract located centrally or are they dispersed?	

E Previous contracts verifications, audits or monitoring

Previous verifications, audits or monitoring	21. Which previous experience did the Entity have with EC contracts and associated regulations?	
	22. How many of the previously presented Financial Reports (if any) have been subject to audit/verification by external consultants contracted by the Coordinator?	
	23. Have any verification, audit or monitoring exercises other than those referred to under numeral 22 been carried out with regard to the contract or the Coordinator that are relevant for the scope of the current verification?	
	24. Have any significant findings been raised under the exercises referred to in questions 22 and 23? If so, what are they?	
	25. Have any instances of fraud or irregularities been previously identified in dealings with the particular Entity?	

Annex 1/<... >.1: Financial Report(s) to be verified

F Contact Details

Coordinator: <full name of the entity subject to audit>

Address		Country	
Phone		Fax	
Website			

Key contact

Annex 1/<... >.2: Contract and riders

<Other documents to be sent to the Auditor, (e.g. narrative reports, previous audit reports)>

Annex 2: Guidelines for risk analysis and verification procedures

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1. RISK ANALYSIS AND DETERMINATION OF THE SAMPLE

The Expenditure Verifier should assess the risks of material errors or misstatements in the expenditure and revenue declared in the Financial Report in order to determine the size and structure of the expenditure sample to be tested according to the procedures described in Section 2.

This work involves an assessment of the inherent risks that:

- The Financial Report is not reliable, i.e. that it does not present, in all material aspects, the actual expenditure incurred and the revenue received in conformity with applicable conditions.
- Expenditure declared in the financial report has not, in all material aspects, been incurred in conformity with applicable contractual conditions.
- Revenues generated by the Coordinator in the execution of the contract are not deducted from the declared expenditure in conformity with applicable conditions.
- Fraud and irregularities have occurred which could have had an impact on expenditure and/or revenue reported under the contract.

The Expenditure Verifier should assess the inherent risk based, inter alia, on the number and complexity of the transactions, the complexity of the activities provided for by the Contract, the number of implementing Entities involved and the environment where the Contract is implemented. In addition the Expenditure Verifier, based inter alia on the information provided in annex 1 to the Terms of Reference (*Engagement Context / Key Information*) will consider the control risk, i.e. whether the design of the Internal Control System sufficiently mitigates the identified inherent risks and whether it is plausible that it is operating effectively.

2. EXPENDITURE VERIFICATION PROCEDURES

The following checks must be performed by the Expenditure Verifier unless they are irrelevant in relation to the eligibility criteria applicable to the contract type. Therefore the Expenditure Verifier is required to gain appropriate understanding of such requirements in order to carry out only the relevant checks and properly apply the relevant eligibility requirements.

2.1 *The expenditure was incurred by and pertains to the Entity.*

2.2 *The expenditure is recorded in the accounting system of the Coordinator and other Beneficiary(ies) and affiliated entity(ies)*

The expenditure is recorded in the accounting system of the Coordinator and other Beneficiary(ies) and affiliated entity(ies) in accordance with the applicable accounting standards and the Coordinator's usual cost accounting practices.

2.3 *Expenditure incurred during the contractual eligibility period*

The expenditure declared in the financial report was incurred during the contractual implementation period of the Action, except for expenditure relating to final reports, expenditure verification, audit and evaluation. Expenditure paid after the submission of the financial report, is listed in the final report along with the estimated date of payment.

2.4 Expenditure indicated in the contractual estimated budget

The expenditure included in the financial report was indicated in the contractual budget.

The applicable budget ceilings were not exceeded.

The expenditure has been allocated to the correct heading of the Financial Report.

2.5 Expenditure necessary for the implementation of the contractual activities, reasonable and justified

It is plausible that the direct and indirect expenditures included in the financial report were necessary for the implementation of the contractual activities.

The amount of the expenditure items included in the financial report is reasonable and justified and respects the principle of sound financial management.

2.6 Expenditure identifiable and verifiable

The expenditure is backed up by sufficient supporting documentation (e.g. invoices, contracts, order forms, pay slips, time sheets) and proof of payment.

Where expenditure was apportioned, the applied allocation key was based on sufficient, appropriate and verifiable underlying information.

The expenditure is backed up by evidence of works done, goods received or services rendered. The existence of assets is verifiable.

2.7 Compliance with Procurement Principles and Nationality and Origin Rules

For the expenditure items concerned, the Coordinator has complied with the contractual requirements for procurement. Contractual nationality and origin rules have been applied, including those on derogations to be awarded by the Commission.

2.8 Expenditure complies with the requirements of applicable tax and social legislation

For the expenditure items concerned, the Coordinator complies with the requirements of tax and social security legislation (for example: employer's part of taxes, pension premiums and social security charges).

2.9 Financial support to third parties (sub-granting)

Financial support to third parties is provided for by the contractual conditions and its amount does not exceed the contractual limits.

The expenditure incurred by the third parties meets the relevant eligibility requirements. In particular it was incurred by and pertains to the third party, during the contractual eligibility period, is necessary for the implementation of the contractual activities and is identifiable and verifiable (see definition at point 2.6).

2.10 Other eligibility requirements

Duties, taxes and charges, (e.g. VAT) included in the financial report cannot be recovered by the Entity unless otherwise provided for in the contractual conditions (accepted costs system). In the latter case these expenses are reported separately and relate to eligible direct expenditure.

The correct exchange rates are used where applicable.

The contingency reserve has been established in accordance to the contractual conditions and its use authorised by the Contracting Authority.

The indirect costs do not exceed the maximum contractual percentage of the eligible direct costs and do not include ineligible expenses or expenses already declared as direct ones.

Contributions in kind are not included in the financial report, unless otherwise provided for in the contractual conditions.

Expenditure specifically considered ineligible by the contractual conditions is not included in the financial report.

Expenditure declared under the simplified cost options respects the contractual requirements.

The revenues generated by the Coordinator in the execution of the contract are disclosed in the financial report and deducted from the declared expenditure, unless otherwise provided for in the contractual conditions.

<Annex 3: Model for > Expenditure verification Report

<To be printed on AUDITOR'S letterhead>

Report for an Expenditure Verification of a Grant Contract External Actions of the European Union

<Title of and number of the grant contract >

How this model should be completed by the Expenditure Verifier

- **insert** the information requested between the <...>
- **choose** the optional text between [...] highlighted in grey when applicable or delete
- **delete** all yellow instructions and the present text box

1. Background information

1.1. Short description of the action subject to verification

Contract number and title:	
Contract type	grant contract,
Financial Report(s) subject to verification	<DD/MM/YYYY-DD/MM/YYYY> <DD/MM/YYYY-DD/MM/YYYY> <DD/MM/YYYY-DD/MM/YYYY>
Coordinator and other Beneficiary(ies) and affiliated entity(ies)	< Identify the Coordinator and other Beneficiary(ies) and affiliated entity(ies) and provide key information about their legal form, nationality, size, main field(s) of activity and other elements deemed relevant – max 200 words>
Location(s) where the Contract is implemented	
Contract execution period	
Contract implementation status	< indicate on-going or completed >
General and specific objectives of the Contract	
Synthetic description of the activities, outputs and target group	<max 300 words>

1.2. Basic financial information of the Contract (at the time of the verification)

1.2.1 Expenditure

Budget Headings	Budgeted Expenditure (amount)	Reported Expenditure (amount)
Budget Heading "..."		
...		
Total		

1.2.2 Contributions

Source of Contribution	Budgeted Contribution (amount)	Actual Contribution (amount)
EU		
Coordinator		
Other Beneficiary(ies) and affiliated entity(ies)		
...		
Other Donor 1		
...		
Total		

1.2.3 Revenues

Revenue Types	Budgeted Revenues (amount)	Actual Revenues (amount)
Type "..."		
Type "..."		
...		
Total		

1.3. Verified Financial Reports

See annex 3.1

2. Risk analysis

2.1. Outcome of risk analysis

Based on the risk analysis performed according to the Terms of Reference, provide succinct information about the identified risks possibly affecting the verified report, regarding the action, the context in which the latter is implemented, the beneficiaries and the target group.

<E.g. action implemented via complex procurement procedures, financial assistance to third parties (sub-grants) or revolving funds, transactions incurred in several currencies, technical complexity, high corruption perception index, instances of political interference, predominance of cash payments, number of parties involved, partners lacking administrative capacity, known weaknesses in internal control systems, lack of involvement or cooperation of the target group, history of fraud cases. (max. 300 words)>

In addition, please identify possible mitigating factors.

< E.g. previous audit or verification work, evidence of close follow up by the contracting authority, good results yielded in the past by the implementing partner, etc. (max. 150 words)>

2.2 Implications on the sampling

Explain how the identified risk factors are reflected in the structure and size of the sample.

<Based on the identified risk factors, describe how the sample was selected (e.g. statistical/judgemental sampling, stratification, etc.), what type of transactions were prioritised (e.g. amount above xx EUR, expensed declared by co-beneficiary XY, staff expenditure, payments to sub-grantees, etc.) what is the coverage ratio in amount and number of transaction (max. 200 words)>

3. Transaction population and sample

Sampling Highlights/Overview

The sample size was determined based on a materiality threshold of 2% of the total amount of reported expenditure with a confidence level of 95% and considering the risk analysis presented above.

Report/invoice: <indicate the report/invoice number and cut-off dates>		
	Population	Audited sample
Number of transactions		
Value of transactions EUR		

[If more than one financial report/invoice is verified, repeat as applicable]

A complete list of the transactions included in the population is to be included in Annex 3.3.

4. Substantive testing

Short description of the testing process

Compliance with the Terms of Reference and with the International Standard on Related Services (ISRS) 4400.

<Confirm that the testing procedures established in the annex 2 to the Terms of Reference were fully applied or disclose any scope limitation. Also confirm that the testing was executed in accordance with the International Standard on Related Services (ISRS) 4400, “Engagements to Perform Agreed-upon Procedures Regarding Financial Information”.>

Provide the key information about the testing process.

<E.g. describe if the verification work took place at the implementing partner's premises, whether qualified representatives of the auditee were present, if they were cooperative, if the supporting documentation was available in full, if additional documents had to be received after the field mission, whether evidence of the equipment transfer is available, if physical inspections were performed, any scope limitations, etc. (max. 300 words)>

5. Summary of findings

5.1 Summary of errors detected

<Description of the main outcomes of the transaction testing (e.g. type of errors detected, type of transactions, geographic scope, sector, involved implementing partners, etc.) (max. 200 words)>

5.2 Audit team

<List names and expert category levels for this report.>

<Name and signature of the Verifier>

<Verifier's address: office having responsibility for the audit>

[for final reports <Date of signature> the date when the **final** report is signed]

Annex 3.1: Financial reports provided by the auditee

Annex 3.2: Procedures performed

Annex 3.3: Table of transactions - provided as Excel file

Annex 3.4: Table of errors - provided as Excel file

